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Programme planning

Consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2014-2015

Report of the Secretary-General**

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* A/68/50.

** The present report is issued in line with the provisions of resolutions 58/269 and 64/229 regarding the role of the Committee for Programme and Coordination in the planning and budgetary process.

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I. Overview

1. In its resolution 67/236, the General Assembly adopted the biennial programme plan and priorities for the period 2014-2015 (A/67/6/Rev.1). It is recalled that the Assembly, in its resolution 58/269, requested the Committee for Programme and Coordination, in performing its programmatic role in the planning and budgeting process, to review the programmatic aspects of new and/or revised mandates subsequent to the adoption of the biennial programme plan, as well as any differences that arose between the biennial programme plan and the programmatic aspects of the proposed programme budget. The present report has been prepared in response to that request.

II. Proposed programme budget for the biennium 2014-2015

2. New and/or revised mandates affect the programme narratives of the approved biennial programme plan for the period 2014-2015 under programme 10, Trade and development, programme 11, Environment, programme 12, Human settlements, programme 15, Economic and social development in Africa, and programme 16, Economic and social development in Asia and the Pacific. In line with rule 104.8 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), revisions to the biennial programme plan for the period 2014-2015 are proposed under programme 3, Disarmament.

3. The information in the present consolidated document has been prepared for review by the Committee for Programme and Coordination and the General Assembly. For each affected programme, introductory information is provided, including references to the new and/or revised mandates that give rise to the programmatic adjustments.

4. It is understood that any subsequent modifications to the programme narratives will be taken into account by the General Assembly at its sixty-eighth session when it reviews the proposed programme budget for the biennium 2014-2015.

Programme 3
Disarmament

5. As part of the restructuring of the Office for Disarmament Affairs to enhance effectiveness, maximize the utilization of available resources and ensure a balanced workload among the subprogrammes of the Office, it is proposed to move activities associated with expected accomplishment (c) and the related indicators of achievement (c) (i), (ii) and (iii) from subprogramme 1, Multilateral negotiations on arms limitation and disarmament, to subprogramme 5, Regional disarmament. This approach builds on the effective utilization of existing capacity and the added comparative advantage of the transfer of the United Nations Disarmament Fellowship Programme to New York, under subprogramme 5, instead of Geneva. It should be noted that this Programme, upon its inception in 1978, was coordinated from New York and the fellows would spend the longest segment of the Programme in New York.

6. In addition, the Secretary-General's Advisory Board on Disarmament Matters would be supported by subprogramme 1 to allow for closer interaction between its members and the disarmament community based in Geneva. This affords the Advisory Board closer oversight of the activities of the United Nations Institute for Disarmament Research (UNIDIR), for which the Board acts as board of trustees. Consequently, it is proposed to change the title of the Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva to the "Geneva Branch" for purposes of simplification and brevity, as it is a formalization of the name by which it is commonly known. Subprogrammes 1 and 5 have been revised to reflect these changes, as shown below.

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

Objective of the Organization: To support multilateral negotiations and deliberations on agreements on disarmament, arms limitation and non-proliferation in all its aspects, and provide support as required by States parties to the existing multilateral agreements in those areas

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective support to negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on disarmament, arms limitation and non-proliferation in all its aspects, at the organizational, procedural and substantive levels	(a) (i) Increased acknowledgment by presidents and chairs of subsidiary bodies and by Member and Observer States of the Conference on Disarmament of the effectiveness of substantive and procedural support and the efficiency of organizational services (ii) Increased acknowledgment by chairs of conferences and meetings of States parties, as well as individual States parties and other participants in those events, of the effectiveness of substantive and procedural support and the efficiency of organizational services
(b) Effective support to timely implementation of decisions, recommendations and programmes of action adopted by conferences and meetings of States parties to various multilateral disarmament, arms control and non-proliferation agreements	(b) (i) Increased reporting by States parties on their steps to implement treaty obligations, decisions, recommendations and programmes of action, as required (ii) Increased provision of information by States parties for populating the databases mandated under multilateral disarmament agreements (iii) Number of visits to and page views of the Branch's website

Strategy

7. The strategy has been revised to delete subparagraph 3.8 (d) of the approved strategy for subprogramme 1, as reflected in the biennial programme plan and priorities for the period 2014-2015 (A/67/6/Rev.1). In addition, two new subparagraphs are proposed to be added at the end of the approved strategy, as follows:

(f) Enhancing the work of the Secretary-General's Advisory Board on Disarmament Matters, including through periodic reviews of its working methods and composition;

(g) Furthering collaboration with the United Nations Institute for Disarmament Research.

Subprogramme 5
Regional disarmament

Objective of the Organization: To promote and enhance international efforts towards global disarmament and international peace and security through the support and promotion of regional disarmament efforts and initiatives using approaches freely arrived at among the States of the region and taking into account the legitimate requirements of States for self-defence and the specific characteristics of each region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective facilitation of regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security	(a) (i) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided
	(ii) Number of activities (regional consultations, regional symposiums, capacity-building workshops and/or training activities, publications, advocacy and outreach activities related to the universalization of treaties and the full implementation of resolutions) undertaken at the national, subregional and regional levels
(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations in the areas of disarmament and non-proliferation in all its aspects as well as regional and international peace and security	(b) (i) Degree of satisfaction with the quality of advisory, organizational and substantive services provided by the Regional Disarmament Branch at the regional, subregional and national levels
	(ii) Increased number of requests for assistance from Member States and regional and subregional organizations

(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures	(c) Number of actions taken by the Regional Disarmament Branch to assist national, subregional and regional entities in implementing measures related to disarmament and non-proliferation in all its aspects
(d) Enhanced expertise of Member States in the field of disarmament and non-proliferation, including through the United Nations disarmament fellowship, training and advisory services programme, as well as improved gender balance in the participation in the programme	(d) (i) Increased percentage of Member States, in particular developing countries, interested in the United Nations disarmament fellowship, training and advisory services programme (ii) Increased number of alumni of the United Nations disarmament fellowship, training and advisory services programme in the United Nations bodies, meetings and conferences dealing with disarmament and non-proliferation (iii) Increased percentage of female participants in the United Nations disarmament fellowship, training and advisory services programme

Strategy

8. The strategy for subprogramme 5 has been revised to add the following paragraph at the end of the approved strategy, as reflected in paragraph 3.12, subparagraphs (a) to (f), of the biennial programme plan for the period 2014-2015 (A/67/6 (Rev.1)):

(g) Providing specialized training in the field of disarmament and arms limitation, including non-proliferation in all its aspects, to Member States, in particular developing countries, including through the United Nations disarmament fellowship, training and advisory services programme, and promoting gender-balanced participation in the programme.

Programme 10
Trade and development

9. In October 2012, the Trade and Development Board of UNCTAD amended the biennial programme plan for 2014-2015 on the basis of the mandate emanating from the thirteenth session of the United Nations Conference on Trade and Development, held in Doha, from 21 to 26 April 2012. Following the Conference, the Secretary-General of UNCTAD established a committee of senior managers under his chairmanship, known as the Doha Mandate Coordinating Committee, to oversee the strategic, policy and performance matters related to the implementation of the outcome of the Conference. As a consequence, revisions have been made to the 2014-2015 biennial programme plan for UNCTAD, under overall orientation and throughout subprogrammes 1 to 5.

Overall orientation

10. The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre (ITC) is to assist developing countries, especially the least developed countries and countries with economies in transition, in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. Through its work promoting development-centred globalization, UNCTAD will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, to improve the well-being of their citizens and address the opportunities and the challenges created by globalization. In particular, in line with the priorities of the Organization, UNCTAD will further enhance its efforts to support the development of Africa across all of its sectoral areas of expertise.

11. In order to attain the foregoing objectives, UNCTAD, within its mandate, will take the following action:

(a) Conduct pragmatic research and analysis on both long-standing and emerging trade and development issues;

(b) Build consensus around efforts to promote national and international policies and strategies conducive to inclusive and sustainable development;

(c) Support countries in implementing their development strategies aimed at their integration into the global economy and the achievement of sustainable levels of growth and development.

12. In the context of the deepening interdependence among all countries, UNCTAD will maintain its unique orientation and its commitment to development through those three pillars, while remaining responsive and accountable to all member States. In this regard, UNCTAD will continue efforts to enhance its efficiency, effectiveness, transparency and accountability, including through effective results-based management, as set forth by the United Nations.

13. ITC will pursue the enablement of export success of small and medium-sized enterprises from developing countries and countries with economies in transition. In order to achieve that goal, ITC will focus on the delivery of trade-related technical assistance activities related to trade information and to export development issues.

14. The programme is guided by the sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development. The decisions adopted at the twelfth session of the Conference, held in Accra in April 2008, and the outcomes of the thirteenth session of the Conference, held in Doha in April 2012, form a relevant basis for the programme of work. UNCTAD remains the focal point in the United Nations for the integrated treatment of trade and development, and interrelated issues in the areas of finance, technology, investment and sustainable development, and is responsible for subprogrammes 1 to 5.

15. The thirteenth session of the United Nations Conference on Trade and Development was held in Doha from 21 to 26 April 2012. The theme of the Conference was "Development-centred globalization: towards inclusive and sustainable growth and development"; it was complemented by four subthemes on

(a) enhancing the enabling economic environment at all levels in support of inclusive and sustainable development; (b) strengthening all forms of cooperation and partnerships for trade and development, including North-South, South-South and triangular cooperation; (c) addressing persistent and emerging development challenges as related to their implications for trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development; and (d) promoting investment, trade, entrepreneurship and related development policies to foster sustained economic growth for sustainable and inclusive development.

16. At the closing plenary meeting of its thirteenth session on 26 April 2012, the United Nations Conference on Trade and Development adopted two outcome documents, namely, the Doha Manar (TD/500/Add.2) and the Doha Mandate (TD/500/Add.1). Noting the financial crisis that had struck the global economy in the period since the twelfth session of the Conference in 2008, the Doha Mandate provides an analysis of the relevant development challenges, following the structure of the theme and subthemes of the thirteenth session of the Conference and defining the role of UNCTAD in helping to tackle such challenges. Given the close interconnection of many of those challenges — whether financial instability, food insecurity or environmental unsustainability — the Conference recognized that the approach of UNCTAD to the integrated treatment of trade, finance, investment, technology and sustainable development was ideally suited to advancing a development agenda to better respond to them. Moreover, because in an interdependent world sustainable and inclusive outcomes involve collective responses at the multilateral level, UNCTAD was seen as an appropriate institution to build a consensus around more development-centred globalization, which would not only support faster and more stable growth, but also economic diversification, job creation, poverty reduction and a strong social contract.

17. UNCTAD will pursue the five subprogrammes to support its overall objective of helping developing countries and economies in transition to integrate beneficially into the international trading system and to achieve inclusive and sustainable growth and development. The principal task of subprogramme 1 arising from the outcomes of the twelfth and thirteenth sessions of the Conference is the examination of development strategies in a globalizing world economy and related issues. Subprogrammes 2 and 4 will aim to contribute to the building of productive capacity and international competitiveness, while subprogramme 3 and the trade logistics component of subprogramme 4 will aim to contribute to the maximization of gains resulting from globalization for development in international trade and trade negotiations in goods and services. The development strategies of African economies, the least developed countries and countries in special situations, including small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies, will be covered under subprogramme 5. Sectoral concerns of these countries will also be addressed by other subprogrammes, in coordination and cooperation with subprogramme 5.

18. Throughout its programme of work, UNCTAD will make efforts to mainstream cross-cutting issues related to gender equality and the empowerment of women, the promotion of sustainable development, and full and productive employment. It will also strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes.

19. UNCTAD will make contributions, within its mandates, to the implementation of the outcomes of relevant global conferences. Notably, it will contribute to the achievement of the internationally agreed development goals set out in the United Nations Millennium Declaration and the 2005 World Summit Outcome, in particular in relation to the global partnership for development, financing for development, domestic resource mobilization, investment, debt, trade, commodities, systemic issues and global economic decision-making, economic cooperation among developing countries, sustainable development, and science and technology for development.

20. UNCTAD will also contribute to the implementation of specific actions requested in the Monterrey Consensus of the International Conference on Financing for Development; the Doha Declaration on Financing for Development and its follow-up; the Programme of Action for the Least Developed Countries for the Decade 2011-2020; the outcomes and the Johannesburg Plan of Implementation agreed at the World Summit on Sustainable Development; the outcomes and the Declaration of Principles and the Plan of Action of the World Summit on the Information Society; the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and the outcomes of the midterm review of the Almaty Programme of Action in 2008 and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. In addition, it will assist in furthering the implementation of the internationally agreed goals set out in the Doha Ministerial Declaration of the Fourth Ministerial Conference of the World Trade Organization (WTO) and other relevant decisions. UNCTAD will make contributions, within its mandates, to the implementation of the decisions contained in the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want".

21. As a lead agency of the United Nations System Chief Executives Board for Coordination (CEB) with regard to the inter-agency thematic cluster on trade and productive capacity, UNCTAD will enhance the role of trade and development and interrelated issues in United Nations development assistance plans, such as United Nations development assistance frameworks and national development strategies; undertake joint operations at the country level, as appropriate; and enhance inter-agency cooperation in system-wide initiatives in those areas.

Subprogramme 1
Globalization, interdependence and development

Objective of the Organization: To promote economic policies and strategies at all levels for sustained growth, inclusive and sustainable development, full employment and decent work for all and poverty eradication in developing countries, especially the least developed countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of the global economic environment and of policy choices for inclusive and sustained development at the national, regional and international levels	(a) (i) Increased number of statements at, inter alia, intergovernmental meetings by policymakers and beneficiaries indicating the usefulness of UNCTAD research and analysis for the national policymaking process

	(ii) Increased number of citations in the media on the growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research
	(iii) Increased number of UNCTAD activities to promote South-South cooperation
	(iv) Increased number of universities and research centres using the services of the UNCTAD Virtual Institute
(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding of the interplay between successful development resource mobilization, debt sustainability and effective debt management	(b) (i) Increased number of institutions/countries using the capacity-building services of the Debt Management and Financial Analysis System programme
	(ii) Increased number of international and national policy positions and initiatives in the area of debt and development resource mobilization incorporating contributions from UNCTAD
(c) Improved access to reliable and timely statistics and indicators highlighting the interlinkages among globalization, trade and development for decision-making, at the national and international levels, on economic policies and development strategies	(c) (i) Increased number of countries using statistical variables and derived indicators developed and maintained by UNCTAD Central Statistical Service
	(ii) Increased number of institutions and Member States using UNCTAD statistical data regarding trade, financial and economic policies
(d) Improved Palestinian policy and institutional capacities and strengthened international cooperation for alleviating the adverse economic and social conditions imposed on the Palestinian people and for building an independent Palestinian State	(d) Increased number of Palestinian development initiatives and institutions responding to UNCTAD research findings, recommendations and technical cooperation activities

Strategy

22. The subprogramme is under the responsibility of the Division on Globalization and Development Strategies. In its work, the Division will focus on the following objectives: (a) identifying specific needs and measures arising from the interdependence among trade, finance, investment, technology and macroeconomic policies, from the point of view of their effect on development; (b) contributing to a better understanding of coherence between international economic rules, practices and processes, on the one hand, and national policies and development strategies, on the other; (c) continuing to contribute to research and analysis by the United Nations on the prospects of, and impact on, developing countries in matters of trade and

development, in the light of the global economic and financial crisis; (d) promoting an enabling economic environment at all levels for poverty eradication and an appropriate balance among growth, fairness and social protection, and for the private sector and entrepreneurial investment; (e) supporting developing countries, especially the least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in their efforts to formulate development strategies adapted to the challenges of globalization, including economic cooperation among developing countries; (f) intensifying its interaction with universities and think tanks in Member States; and (g) continuing to support the development efforts of middle-income countries, according to their needs, in facing specific challenges of sustainable development and poverty reduction.

23. The objective will be pursued through research and policy analysis, consensus-building and technical assistance, while enhancing synergies and promoting complementarities with the work of other international organizations, based on: (a) timely and forward-looking research and analysis regarding macroeconomic and development policies, as well as debt and their impact on the mobilization of resources, taking into account the relevant outcomes from global conferences and summits on development; (b) formulation of practical policy options and recommendations for appropriate development strategies at the national, regional and international levels to take advantage of the opportunities and meet the challenges of globalization, and provision of related assistance to regional cooperation organizations; (c) furtherance of consensus-building with regard to macroeconomic and development policies suited to the specific conditions of developing countries; (d) support for the development of local teaching and research capacities in developing countries and academic networking; (e) technical assistance, training and support for developing countries in building national capacities related to effective debt management, in cooperation where appropriate with the International Monetary Fund, World Bank and other stakeholders; (f) assistance to developing countries to improve their statistical capacity in the area of trade and development through the provision of advisory services for policymakers and statistical and information services in support of the UNCTAD work programme; (g) assessment of the economic development prospects of the occupied Palestinian territory and of obstacles to trade and development, and the provision of effective operational activities to the Palestinian people; and (h) research and analysis addressing the development challenges of South-South integration and cooperation, including triangular cooperation.

Subprogramme 2
Investment and enterprise

Objective of the Organization: To ensure inclusive growth and sustainable development through investment and enterprise development for enhancing productive capacity-building, industrialization and economic diversification and job creation of all developing countries, in particular those in Africa and in the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity to address key and emerging issues related to investment and its interaction with official development assistance, trade and regional integration to build productive capacity and promote sustainable development	(a) (i) Increased number of investment stakeholders responding to evaluation surveys and reporting improved capacity to address key issues related to investment (ii) Increased number of statements by Member States indicating that they have implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment
(b) Increased ability of all developing countries and countries with economies in transition in designing and implementing strategies and policies to attract and benefit from investment for sustainable development	(b) (i) Increased number of developing countries and countries with economies in transition benefiting from UNCTAD assistance, including investment policy reviews, e-tools and implementation of strategies and policies for attracting and benefiting from foreign investment for sustainable development and inclusive growth (ii) Increased number of developing countries benefiting from UNCTAD assistance, demonstrating improved performance on the basis of various benchmark indicators, monitored by UNCTAD
(c) Increased capacity to address key and emerging issues related to international investment agreements and their development dimension, as well as their formulation and implementation	(c) (i) Increased number of statements by policymakers and other international investment agreement stakeholders reporting on the sustainable development dimension of international investment agreements (ii) Increased international sharing of experiences and best practices on key issues relating to the negotiation and implementation of investment treaties and the feedback from policymakers and other international investment agreement stakeholders

(d) Enhanced understanding and ability to boost productive capacity through enterprise development policies aimed at: (i) stimulating enterprise development, particularly in relation to small and medium-sized enterprises, entrepreneurship and business linkages; (ii) promoting best practices in corporate social responsibility and accounting; (iii) establishing competitive and well-regulated insurance markets	(d) (i) Increased number of countries using UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms (ii) Increased number of countries using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, insurance, business linkages, e-tourism and corporate reporting

Strategy

24. The subprogramme is under the responsibility of the Division on Investment and Enterprise. The subprogramme will assist all developing countries, in particular those in Africa, the least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, as well as countries with economies in transition and some middle-income countries most in need, in designing and implementing active policies at both the national and international levels aimed at enhancing their productive capacity, industrialization and economic diversification, and job creation through investment and enterprise development. To that end, the subprogramme will follow a coherent approach consisting of: (a) strengthening the role of UNCTAD as the major source of comprehensive information about and analysis of international investment, so as to enable policymakers to make better-informed decisions; (b) helping developing countries, at their request, to strengthen their capacity to formulate and implement integrated policies, develop an enabling environment and participate in discussions related to international investment, and to attract and benefit from investment; (c) supporting efforts by developing countries to build productive capacities through enterprise development and internationally competitive firms; and (d) providing training and capacity-building programmes for local institutions.

Subprogramme 3
International trade

Component 1
Strengthening international trade

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries in international trade in order to build more inclusive and sustainable development outcomes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened understanding and capacity of developing countries, in particular the least developed countries, and countries with economies in transition to integrate beneficially into the global economy and the international trading system	(a) (i) Increased number of countries receiving UNCTAD assistance for their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South-South trade negotiations and WTO accession processes
	(ii) Increased number of developing countries integrating trade, productive capacity and development concerns, including women's empowerment and employment, in particular youth employment, into their best-fit national trade and services policies
(b) Enhanced capacity of developing countries and countries with economies in transition according to their specific needs in trade and trade-related decision-making and addressing the trade and development impact of non-tariff measures	(b) (i) Increased number of active users of the Trade Analysis and Information System, through either the Internet or the World Integrated Trade Solution, the Agriculture Trade Policy Simulation Model and the Transparency in Trade initiative
	(ii) Increased number of specific actions taken by Member States to reduce or eliminate arbitrary or unjustified non-tariff barriers in international trade
(c) Enhanced capacity of developing countries and countries with economies in transition to prepare and implement national and regional competition laws	(c) (i) Increased number of developing countries establishing or revising and implementing national and/or regional (including South-South) competition and consumer protection based on the sharing of best practices and peer reviews with regard to the implementation of such policies

		(ii) Increased number of countries using the UNCTAD Model Law on Competition and volunteering for peer reviews of competition law and policy
(d) Strengthened capacity of developing countries to design and implement mutually supportive trade, environment, climate change and sustainable development objectives in development strategies at all levels	(d)	(i) Increased number of developing countries designing and implementing policies, plans, programmes, normative initiatives and institutional arrangements with a view to taking advantage of trade and investment opportunities and promoting their sustainable development objectives
		(ii) Increased number of developing countries participating in the biotrade and biofuels initiatives

Strategy

25. The subprogramme is under the responsibility of the Division on International Trade in Goods and Services, and Commodities. It promotes inclusive and sustainable growth and development, based on trade, through work on international trade in goods, services and commodities and the international trading system, and on the linkages between trade and internationally agreed development goals and objectives, including the Millennium Development Goals. The subprogramme will in particular address persistent and emerging development challenges in relation to their implications for trade and development, inter alia, in the areas of sustainable development, women's empowerment, and employment, especially as regards the poor and youth. It will also support strengthening of all forms of cooperation and partnerships for trade and development, including North-South, South-South and triangular cooperation. The subprogramme will continue and improve close cooperation and enhance synergies and complementarities with other international organizations and foster the coordination of system-wide United Nations activities in the area of international trade in goods and services, and commodities. Through all three pillars of the work of UNCTAD, the subprogramme assists developing countries, in particular those in Africa and the least developed countries, and countries with economies in transition.

26. The work of UNCTAD under the subprogramme will include:

(a) Monitoring and assessing the evolution of the international trading system and trends in international trade from a development perspective, placing greater emphasis on practical solutions, including policy options and successful strategies for maximizing trading opportunities, mitigating the adverse impacts of global economic crises and building resilient economies;

(b) Monitoring all forms of protectionism, in cooperation with WTO and other relevant institutions;

(c) Enhancing the capacity of developing countries and countries with economies in transition to establish negotiating priorities, to negotiate and

implement bilateral, regional and multilateral trade agreements and to optimize development gains;

(d) Providing developing countries, in particular the least developed countries, and countries with economies in transition that are acceding to WTO with technical assistance and capacity-building prior to, during the accession process and in its follow-up, depending on their level of development and needs;

(e) Examining ways to improve the utilization of trade preferences;

(f) Assisting developing countries, in particular the least developed countries, some countries with economies in transition and structurally weak, vulnerable and small economies in their efforts to integrate into the multilateral trading system;

(g) Assisting developing countries and countries with economies in transition in their efforts to increase participation in global services production and trade, including in undertaking service policy reviews and establishing effective regulatory and institutional frameworks;

(h) Continue existing research and analysis within its mandate on the impact of migration on development and on enhancing the impact of migrants' remittances on development;

(i) Assisting developing countries, in particular the least developed countries and countries with economies in transition, in their efforts to successfully achieve economic diversification and structural transformation, including their increased participation in manufacturing and creative industries and global supply chains;

(j) Continuing its work on trade and development aspects of intellectual property, while acknowledging that the World Intellectual Property Organization has the lead role in regard to intellectual property rights issues within the United Nations system;

(k) Facilitating economic cooperation among developing countries and South-South trade, including through the Global System of Trade Preferences among Developing Countries;

(l) Strengthening analytical capacity for trade policymaking and negotiations and integrating trade and development concerns into national trade policies that would contribute to productive capacity, inclusiveness, the empowerment of women and employment creation, in particular for the least developed countries;

(m) Addressing the trade and development impacts of non-tariff measures, particularly through comprehensive research and analysis, partnerships with other related international organizations on data collection on non-tariff measures, and designing innovative methods of quantifying impacts of non-tariff measures on international trade;

(n) Promoting the use of effective competition and consumer policies for achieving domestic and international competitiveness and for dealing with anti-competitive practices, including through the sharing of best practices and carrying out of peer reviews;

(o) Addressing issues at the interface of trade, environment and sustainable development, including fostering low-carbon development, ensuring development gains and seizing trade and investment opportunities related to the emerging climate change regime and the sustainable use of biodiversity;

(p) Addressing the challenges and opportunities of the green economy and other models in the context of sustainable development, poverty eradication and resilience to climate change;

(q) Developing and implementing trade and trade-related technical cooperation and capacity-building activities, including through the Aid for Trade initiative;

(r) Sharing of best practices on cooperation and partnerships for trade and development that can enhance the achievement of the Millennium Development Goals;

(s) Undertaking research and analysis on public-private partnerships in the development context with the aim of mapping out best practices, and evaluating models of public-private partnerships that can help to establish linkages between local producers in developing countries and global supply chains.

Component 2
Commodities

Objective of the Organization: To harness development gains and to deal with the trade and development problems of the commodity economy and of commodity dependence

Expected accomplishments of the Secretariat	Indicators of achievement
Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation	(i) Increased amount of research on commodity production in countries with economies that are dependent on commodities, with the aim of diversifying their production, including by increasing the added value of their commodities
	(ii) Increased number of commodity-dependent developing countries adopting policy measures and tools recommended by UNCTAD in designing policies aimed at the diversification of export earnings

Strategy

27. Component 2 of the subprogramme is under the responsibility of the Special Unit on Commodities, which carries out its work as an autonomous unit on commodities, in accordance with paragraph 183 of the Accra Accord. With the guidance and leadership of the Secretary-General of UNCTAD, the Unit will contribute more effectively to the efforts of developing countries to identify and implement appropriate policies, at the national, regional and international levels, to address the impacts of volatility of commodity prices on developing countries and to formulate strategies and policies to respond to the challenges and the opportunities

of commodity markets, and will assist developing countries, in particular those in Africa, the least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, through all three pillars of the work of UNCTAD. The component will continue to play a key role, with appropriate coordination with other international and regional actors, including the Food and Agriculture Organization of the United Nations and other relevant United Nations organizations and international commodity bodies, in the following areas:

(a) Addressing the trade and development problems associated with the commodity economy;

(b) Monitoring developments and challenges in commodity markets and addressing links between international commodity trade and national development, particularly with regard to poverty reduction;

(c) Continuing work on commodities, food security and investment in agriculture, taking into account the special needs of Africa, the least developed countries and net food-importing developing countries, in cooperation with other relevant organizations;

(d) Continuing work in the area of agriculture in the context of commodities to help developing countries to achieve more sustainable and strengthened agricultural production, food security and export capacity. This work would take into account the needs of small-scale farmers, and empowerment of women and youth;

(e) Assisting commodity-dependent developing countries in their efforts to: (i) develop national commodity strategies, including the mainstreaming of commodity policies into their national and regional development strategies; (ii) build supply-side capacities in order to achieve competitiveness; (iii) move up value chains and diversify commodity sectors; (iv) comply with international trade standards; (v) gain access to commodity information and databases; (vi) take advantage of export opportunities for commodities in emerging markets; (vii) establish effective marketing systems and support frameworks for small commodity producers, including economically viable safety-net programmes; and (viii) develop commodity financing and risk management schemes;

(f) Promoting intergovernmental cooperation in the field of commodities and building a consensus on ways to integrate commodity policies into: (i) national, regional and international development and poverty reduction strategies; (ii) trade-related policies and instruments for resolving commodity problems; and (iii) investment and financial policies for gaining access to financial resources for commodity-based development.

Subprogramme 4
Technology and logistics

Objective of the Organization: To strengthen science, technology and innovation, including information and communication technologies for inclusive development; to support inclusive growth and development through efficient, resilient and sustainable trade logistics services and transit transport systems; and to promote training and capacity-building programmes for local institutions with a view to enhancing the economic development and competitiveness of developing countries and economies in transition

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency and sustainability of trade logistics of developing countries and some economies in transition	(a) (i) Increased number of specific, identifiable actions taken by developing countries and countries with economies in transition to improve trade logistics, such as actions to cut transport and transaction costs; improve effective transit systems, sustainable transport efficiency and connectivity; and establish a supportive legal framework, with the assistance of UNCTAD
	(ii) Increased number of measures adopted by developing countries and countries with economies in transition using the Automated System for Customs Data to further improve the efficient management of their customs administration, with the assistance of UNCTAD
	(iii) Increased number of developing countries and some countries with economies in transition having improved trade logistics performance on the basis of benchmark indicators related to logistics and business efficiency, with the assistance of UNCTAD
(b) Improved awareness and adoption of national and international policies in the areas of science, technology and innovation, as well as information and communications technology	(b) (i) Increased number of specific actions taken by developing countries and countries with economies in transition to implement programmes aimed at enhancing the contributions of science, technology and innovation and information and communications technology to development, with the assistance of UNCTAD

	(ii) Increased number of cooperation initiatives at the subregional, regional and international levels in the areas of science and technology and information and communications technology, with the assistance of UNCTAD
(c) Better understanding at the national level of policy options and best practices on science and technology for development and on information and communications technologies for development	(c) (i) Increased number of countries benefiting from UNCTAD assistance through capacity-building activities, including relevant recommendations from policy reviews and policy analysis from various reports in this area of work
	(ii) Increased number of developing countries integrating science, technology and innovation, including information and communications technology, in national development strategies, United Nations Development Assistance Frameworks and poverty reduction strategy papers
(d) Enhanced capacities in developing countries and countries with economies in transition in the areas of trade and investment and interrelated issues	(d) Increased number of specific actions taken by developing countries and countries with economies in transition to strengthen the capacities of human resources and local institutions in the areas of trade and investment and related issues, as a result of UNCTAD assistance

Strategy

28. The subprogramme is under the responsibility of the Division on Technology and Logistics. The effective implementation of the work programme under the subprogramme will help to improve the technological capacity, competitiveness in international trade and overall development of developing countries, especially those in Africa, the least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, as well as countries with economies in transition and some middle-income countries according to their needs. It will also assist transit developing countries, with their special challenges related to designing and implementing resilient and sustainable transport infrastructure and services, by: (a) improving trade logistics policies; strengthening transport operations management, systems and connections; supporting the design and implementation of coherent sustainable freight transport; and enhancing transit infrastructure and transit systems; (b) further addressing the special trade, investment and development needs of landlocked developing countries, including through continuing its support for the effective implementation of the Almaty Ministerial Declaration and the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, taking into account the challenges of the transit developing

countries in this programme of action; (c) assisting particular small island developing States in the design and implementation of policies, taking into account their specific trade logistics challenges; (d) assisting in the development and implementation of appropriate institutional and legal frameworks for the facilitation of trade and transport; (e) supporting the active participation of developing countries in transport and trade facilitation negotiations; (f) conducting research and analysis in the area of science, technology and innovation, focusing on making capacity in those areas an instrument for supporting national development, helping local industry become more competitive and developing the export diversification efforts of countries, including through the transfer of technology; (g) supporting the least developed countries by contributing to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 in relation to trade and interrelated issues in the areas of technology and sustainable development; (h) carrying out research and providing technical assistance to developing countries in the area of information and communications technology, including by contributing to the Partnership on Measuring Information and Communications Technology for Development; (i) contributing to the implementation of the World Summit on the Information Society action lines on capacity-building, an enabling environment, e-business and e-science, in cooperation with other relevant international organizations; (j) serving as the secretariat to the Commission on Science and Technology for Development; (k) fostering training and capacity-building aimed at policymakers and practitioners in the fields of trade and related areas of finance, technology, investment and sustainable development; and (l) continuing its work on science, technology and innovation policy reviews and their follow-up, as an instrument for supporting national development and helping local industry to become more competitive.

Subprogramme 5
Africa, the least developed countries and special programmes

Strategy

29. The subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. In order to attain the objective, the subprogramme will focus on identifying and promoting understanding of the economic development problems specific to African countries, the least developed countries and other countries covered by the subprogramme through policy analysis and research, and will play an advocacy role in promoting consensus in the international development community in regard to the policy measures that best address those problems. This will involve the identification of new issues and approaches, as well as greater interaction with research institutes in the least developed countries and with development partners. The subprogramme will also contribute to the implementation of and follow-up to the outcomes of relevant global conferences and to the achievement of internationally agreed development goals, including those set out in the Programme of Action for the Least Developed Countries for the Decade 2011-2020. The subprogramme will assist African countries in their efforts to successfully achieve economic diversification and structural transformation, including their increased participation in manufacturing and creative industries and global supply chains. The special programmes under the subprogramme are aimed at: (a) helping landlocked developing countries to mitigate the adverse economic

consequences of their geographical disadvantage by addressing their special trade, investment and development needs; (b) helping small island developing States to enhance their resilience to external shocks and making steady socioeconomic progress possible for most of them; and (c) instilling throughout UNCTAD a practice of devoting systematic attention to the problems of other structurally weak, vulnerable and small economies.

30. A major aim is to add value to current policy debates through practical policy recommendations and innovative thinking aimed, inter alia, at assisting countries in mainstreaming policies on building productive capacity into their national development strategies. Research outputs will be linked closely to the provision of advisory services, training, workshops, lectures and technical assistance activities, with a view to improving human and institutional capabilities and raising awareness of development partners to the specific needs of developing countries covered by this subprogramme and ways in which to meet those needs. In order to identify policy options at the national and international levels regarding the use of trade as a more effective tool for poverty eradication, the subprogramme will undertake research activities concerning the interlinkages between trade and poverty, as well as training and capacity-building programmes for local institutions.

31. The subprogramme will continue to address the special concerns and needs of Africa, including by disseminating its research for relevant policymakers.

32. It will also continue to support the countries covered by the subprogramme in their efforts to benefit from their respective United Nations statuses and to integrate beneficially into the global economy, reduce poverty and, with regard to the least developed countries, make progress towards meeting graduation criteria. This will involve support aimed at enhancing productive capacities and building resilience to adverse external influences. In addition, the subprogramme will develop policy recommendations to support the implementation of smooth transition strategies by countries graduating from the list of the least developed countries. Technical cooperation outputs of the subprogramme will be focused on building capacities for national policymaking ownership, including improved national statistical capacity, which will draw on UNCTAD policy analysis and research work. Furthermore, they will be aimed at effective participation in, and delivery of, trade-related technical assistance in the context of, inter alia, the Enhanced Integrated Framework and the Aid for Trade Initiative. Whenever appropriate, these activities will be implemented in the framework of the Inter-Agency Cluster on Trade and Productive Capacity of the United Nations System Chief Executives Board for Coordination.

33. In addition, the subprogramme will contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020, the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, including the outcomes of their reviews and other regionally owned partnership programmes, such as the New Partnership for Africa's Development. In order to ensure coherence and consistency, the subprogramme will coordinate and cooperate with other subprogrammes on the sectoral work relating to the groups of countries concerned. Moreover, the subprogramme will promote throughout UNCTAD efforts to gain

analytical insights into the problems faced by other structurally weak, vulnerable and small economies through the systematic coverage of such countries in relevant UNCTAD research and technical assistance. The subprogramme will assist the landlocked developing countries in preparing for the review of the Almaty Programme of Action in 2014, helping them to address emerging and persistent challenges to their better participation in global trade.

Legislative mandates

34. The following are added to the list of legislative mandates:

Trade and Development Board resolutions

TD/500	Report on the United Nations Conference on Trade and Development on its thirteenth session
TD/500/Add.1	The Doha Mandate

Programme 11
Environment

35. The Committee for Programme and Coordination, at its fifty-second session, took note of the proposed strategic framework for the period 2014-2015 for programme 11, Environment, and, in the light of the 2012 United Nations Conference on Sustainable Development, recommended that the General Assembly ensure that the programme narrative of the proposed programme budget for the biennium 2014-2015 under that section fully reflect the outcome of the Conference (A/67/16, para. 219). The General Assembly, by resolution 67/213, decided to strengthen and upgrade the United Nations Environment Programme in the manner outlined in subparagraphs (a) to (h) of the outcome document of the Conference, entitled "The future we want". The biennial programme plan for the period 2014-2015 for programme 11, Environment, is provided for review in the context of the adoption of resolution 67/213.

Overall orientation

36. The United Nations Environment Programme (UNEP) is the subsidiary organ of the General Assembly responsible for leading and coordinating action on environmental matters. The mandate of UNEP derives from General Assembly resolution 2997 (XXVII). The Governing Council of UNEP further clarified the role and mandate of UNEP in its decision 19/1, containing the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, which was endorsed by the General Assembly in the annex to its resolution S/19-2. The General Assembly elaborated further on the role of UNEP in its resolutions 53/242 and 67/213. The core objective of UNEP over the period 2014-2017 is to catalyse a transition towards a low-carbon, low-emission, resource-efficient and equitable development based on the protection and sustainable use of ecosystem services, coherent and improved environmental governance and the reduction of environmental risks. The ultimate goal is to contribute to the well-being of current and future generations and the attainment of global environmental goals.

37. The strategy of UNEP for achieving its objective is to play a leadership role in the United Nations system and beyond on environmental matters, reflecting General Assembly resolution 67/213. Promoting coherence in the United Nations system in addressing environmental matters is therefore a main plank of the programme of work of UNEP, aimed at ensuring a coordinated approach across the United Nations system to reduce fragmentation and increase efficiency and effectiveness. UNEP will strengthen its leadership role in key United Nations coordination bodies and will lead efforts to formulate United Nations system-wide strategies on the environment at the country, regional and global levels to maximize the potential for environmentally sound development while unlocking the additional value of the United Nations system. The strategy is to invest in partnerships, particularly within the United Nations system, with societies in transition with a view to low-carbon and low-emission, resource-efficient and equitable development that is based on the protection and sustainable use of ecosystem services and the reduction of environmental risks.

38. UNEP will continue to strengthen its use of other strategic partnerships with governmental institutions and major groups in order to catalyse transformational change and leverage an impact that will be significantly larger than if UNEP were operating independently. As the United Nations Conference on Sustainable Development affirmed, the strengthening of partnerships must include major groups as a key contributor to the implementation of environmental commitments and in engaging relevant stakeholders in new mechanisms to promote transparency based on best practices and models from relevant multilateral institutions. UNEP will ensure that all major groups whose actions affect or are affected by a particular environmental issue are engaged through their relevant global, regional or national networks. UNEP will thus ensure that throughout its programme of work actions to scale up the use of norms, methods and tools takes on board the potential of major groups which are best placed to work with UNEP and other United Nations agencies. In this context, UNEP will redefine and strengthen its relations with UNEP national committees,[1] which currently exist in 36 countries, with a view to reaching out at the national level and ensuring that UNEP services and products are made accessible to the public.

39. Pursuant to the invitation of the United Nations Conference on Sustainable Development, the General Assembly, in its resolution 67/213, decided to strengthen and upgrade UNEP in a number of ways. At the heart of the UNEP strategy is ensuring that the objectives of greater efficiency, transparency and use of performance information for improved decision-making by management are embedded throughout its operations. In this regard, UNEP will take into account the results of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in line with the spirit of the review. UNEP will pay particular attention to ways in which it can leverage further impact through development cooperation and the country-level modalities of the United Nations system.

40. Providing assistance to countries in relation to capacity-building and technology underpins the delivery of all UNEP support to countries in the

[1] UNEP national committees have been set up in accordance with Governing Council decision 13/33, in which the Governing Council authorized the establishment of national environmental committees to support the activities of UNEP.

programme of work. Embedded throughout the programme also is the integration of gender and environmental and social safeguards to take into account the emphasis of the United Nations Conference on Sustainable Development on social equity issues as an important factor in UNEP efforts towards achieving environmental sustainability. In implementing Governing Council decision 23/11, on gender equality in the field of the environment, UNEP will continue to ensure the integration of gender perspectives in its programme of work.

41. In the context of sustainable development and poverty eradication, a green economy is one of the important tools for achieving sustainable development; the support that UNEP provides to countries in this regard will constitute a main pillar underpinning its programme of work. UNEP will, in particular, strengthen its cooperation with the International Labour Organization in regard to related opportunities for decent green employment. Work will also be undertaken to contribute to the United Nations system's efforts to address the need for broader measures of progress to complement gross domestic product in order to better inform policy decisions.

42. UNEP will deliver its work within the context of seven priority areas during the biennium 2014-2015:[2]

(a) Climate change;

(b) Disasters and conflicts;

(c) Ecosystem management;

(d) Environmental governance;

(e) Chemicals and waste;

(f) Resource efficiency;

(g) Environment under review.

43. The new subprogramme on environment under review responds to the outcomes of the 2012 United Nations Conference on Sustainable Development and the need to provide more visibility and attention to the work of UNEP on the state of the environment. Over the period 2010-2013, UNEP has carried out work under the subprogramme on environmental governance that has enabled an overall review of the environment and emerging issues, as well as access to information (principle 10 of the Rio Declaration on Environment and Development). This work has been moved to a new dedicated subprogramme, Environment under review. The subprogramme responds to the emphasis placed in the outcome document of the United Nations Conference on Sustainable Development on the role of science, use of information for decision-making, raising of public awareness of critical environmental issues, strengthening of the science-policy interface, building on assessments, engagement of civil society and other stakeholders, and assessment of progress in the implementation of all sustainable development commitments. The subprogramme enables greater visibility for key stakeholders of UNEP, both within and outside the United Nations system, of the results of its review of the global state of the environment.

[2] The Governing Council, in decision 26/9, requested UNEP to prepare, for adoption in 2013, a medium-term strategy for the period 2014-2017 to guide the organization's work with Governments, partners and other stakeholders.

44. Work under this new subprogramme, and products such as the Global Environment Outlook reports, will provide important expertise and knowledge; for example, on the internationally agreed goals identified in the fifth Global Environment Outlook report and in the process of developing the sustainable development goals identified in the outcome document of the United Nations Conference on Sustainable Development. The work will, for example, require information on indicators, data, and regular reporting on environment and sustainable development, including mechanisms and strategies to advance the integration of the three dimensions of sustainable development.

45. *Climate change.* Within the framework of the United Nations approach to addressing climate change, UNEP will work with partners, including the private sector, to: (a) build the resilience of countries to climate change through ecosystem-based approaches and other supporting adaptation approaches; (b) promote the transfer and use of energy efficiency and renewable energy technologies for low-emission development; and (c) support the planning and implementation of initiatives to reduce emissions from deforestation and forest degradation. The implementation of national and subnational energy policies, support for low-emission development, cleaner energy technologies, public mass transportation systems, clean fuels and vehicles, adaptation to climate change and forests were key areas of work cited by the United Nations Conference on Sustainable Development as needing attention. UNEP will achieve this by conducting scientific assessments; providing policy, planning and legislative advice; facilitating access to finance; undertaking pilot interventions; promoting the integration of these approaches throughout national development efforts; fostering climate change outreach and awareness-raising; knowledge-sharing through climate change networks; and supporting the United Nations Framework Convention on Climate Change proce and the implementation of commitments under both that Convention and the Convention on Biological Diversity.

46. *Disasters and conflicts.* As a part of United Nations system-wide strategies for disaster risk reduction and preparedness, conflict prevention, post-disaster and post-conflict response, recovery and peacebuilding, UNEP will play an important role in building national capacity to use sustainable natural resource and environmental management to: (a) reduce the risk of disasters and conflicts; and (b) support sustainable recovery from disasters and conflicts, especially given that the United Nations Conference on Sustainable Development reiterated the need for supporting countries in regard to disaster risk reduction and resilience. UNEP will achieve this by providing to countries environmental risk and impact assessments, policy guidance, institutional support, training and services with the aim of enhancing cooperation on environmental issues, and by pilot testing new approaches to natural resource management. In doing so, UNEP will seek to catalyse action and scaling up by partners working with countries on risk reduction, relief and recovery, including United Nations humanitarian and peacekeeping operations, pursuant to Governing Council decision 26/15. UNEP will also continue to promote the integration and prioritization of environmental considerations within relevant inter-agency policy and planning processes.

47. *Ecosystem management.* With a view to addressing the challenge of food security and water, UNEP will seek to promote proper management of biodiversity, particularly ecosystems, and in turn enable integrated, cross-sectoral approaches to improve the resilience and productivity of interdependent landscapes and their

associated ecosystems and species. UNEP will therefore: (a) promote integrated land and water management approaches that help to strengthen the resilience and productivity of terrestrial and aquatic systems thereby maintaining the natural ecological processes that support food production systems and maintain water quantity and quality; (b) promote the management of coastal and marine systems to ensure ecosystem services are maintained; and (c) help to strengthen the enabling environment for ecosystems, including transboundary ones, at the request of all concerned countries. The aim is to enable countries sustain ecosystem services for human well-being and biodiversity. This work will be done in consultation with the biodiversity-related multilateral environmental agreements and will include the provision of support to countries to create an enabling environment for the implementation of those agreements, paying particular attention to the Aichi Biodiversity Targets. Work under this subprogramme will also include the provision of support to requesting countries to integrate biodiversity values into national development and poverty reduction strategies and planning processes.

48. *Environmental governance*. This subprogramme responds directly to the need to strengthen international environmental governance, expressed in the outcome document of the United Nations Conference on Sustainable Development, and endorsed by the General Assembly in resolution 67/213. In collaboration with other United Nations agencies, UNEP will aim to ensure coherence and synergy in environmental governance by: (a) providing support to the United Nations system and multilateral environmental agreements, taking advantage of United Nations coordination mechanisms to increase coordination of action on environmental policies and programmes; (b) helping countries to strengthen their environmental institutions and laws and to implement national environmental policies, upon their request; and (c) helping to increase the integration of environmental sustainability into national and regional policies and plans, based on demand from countries. A key area of work will be the provision of support to countries in developing and eventually reporting on the environmental aspects of the sustainable development goals, as recommended by the United Nations Conference on Sustainable Development. UNEP will strengthen the science-policy interface in carrying out this work. In addition, it will work towards facilitating the increased participation of stakeholders in environmental decision-making processes, and access to justice along the lines of principle 10 and other relevant principles of the Rio Declaration.

49. *Chemicals and waste*. As a part of system-wide efforts by the United Nations and in close collaboration with the chemical-related multilateral environmental agreements, UNEP will work to lessen the environmental and human health impacts of chemicals and waste. UNEP will, in follow-up to the outcomes of the United Nations Conference on Sustainable Development, enhance work to support countries in increasing their capacities for the sound management of chemicals and waste, including e-waste, and to help them achieve, by 2020, sound management of chemicals throughout their life cycle. UNEP will do this by helping countries to improve the regulatory and institutional framework for the sound management of chemicals. This will include servicing and strengthening the Strategic Approach to International Chemicals Management process, adopted in Dubai in 2006, and supporting the development of multilateral environmental agreements on chemicals and waste. It will also include the establishment of an international legally binding instrument on mercury, as well as efforts to enhance cooperation and coordination in the cluster of chemical- and waste-related multilateral environmental agreements at

the national level. In addition, UNEP will keep under review trends in the production, use and release of chemicals and waste by promoting and catalysing implementation of their sound management, including through multi-stakeholder partnerships.

50. *Resource efficiency*. UNEP will promote government policy reform, changes in private sector management practices, and increased consumer awareness as a means of reducing the impact of economic growth on resource depletion and environmental degradation. UNEP will work with its network of partners to: (a) strengthen the scientific basis for decision-making, and provide support to Governments, cities and other local authorities and the private sector in the design and implementation of tools and policies to increase resource efficiency, including sustainable consumption and production and a green economy, in the context of sustainable development and poverty eradication; (b) promote the application of life cycle and environmental management approaches to improve resource efficiency in sectoral policymaking and in business and financial operations along global value chains, using public-private partnerships as a key delivery mechanism; and (c) promote the adoption of consumption-related policies and tools by public institutions and private organizations, and increase consumer awareness of more sustainable lifestyles. In the outcome document of the United Nations Conference on Sustainable Development, emphasis is placed on the importance of increasing efficiency in the food supply chain as well as corporate sustainability reporting, which will both be covered under this subprogramme. Following the adoption by the United Nations Conference on Sustainable Development of the 10-year framework of programmes on sustainable consumption and production patterns, UNEP, which has been designated as the secretariat of the 10-Year framework, will prioritize its support for this work. In follow-up to the outcome of the Conference, UNEP will also contribute to improving understanding of the opportunities and challenges, as well as costs and benefits, of green economy policies in the context of sustainable development and poverty eradication. It will provide support to countries willing to engage in such a transition to design the appropriate policy mix and share experiences, best practices and knowledge. In addition, UNEP will provide guidance and support to interested stakeholders, including business and industry and other major groups, to develop green economy strategies that are supportive of national and sectoral policies in the context of sustainable development and poverty eradication.

51. *Environment under review*. Keeping the global environmental situation under review in a systematic and coordinated way and providing early warning on emerging issues for informed decision-making by policymakers and the general public constitute one of the core mandates of UNEP. This mandate was reaffirmed by the General Assembly in resolution 67/213, in which, inter alia, it emphasized the continuing need for UNEP to conduct up-to-date, comprehensive, scientifically credible and policy-relevant global environmental assessments, in close consultation with Member States, to support decision-making processes at all levels. Bringing together critical work previously embedded in the subprogramme on environmental governance, work under this new subprogramme will be aimed at enhancing integrated assessment, interpretation and coherence of the environmental, economic and social information used to assess the environment, identifying emerging issues and contributing data to track the progress made towards environmental sustainability, taking into account such targets as the Aichi Biodiversity Targets,

thereby facilitating global policymaking. The global environmental goals used in the preparation of the fifth Global Environment Outlook report will continue to serve as a basis for assessing the state of the environment. UNEP will work to support capacity-building efforts in developing countries that commit to environmental monitoring and to posting environmental data and information on public platforms, in line with principle 10 of the Rio Declaration. Furthermore, UNEP will work towards the increased participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information, in accordance with the outcomes of the United Nations Conference on Sustainable Development. UNEP will increase its efforts to make available its official documents in all United Nations languages.

52. Given the interdisciplinary nature of each subprogramme, UNEP efforts in every subprogramme will be executed with close collaboration among all of its divisions. In particular, for activities at the national, subregional and regional levels, the UNEP regional offices will play a prominent role in coordinating delivery of the programme of work at the regional and country levels, working to establish and strengthen partnerships with other actors in the field in order to leverage impact and scale up efforts. While each of the UNEP subprogrammes is presented separately, the organization's objectives will be met by ensuring that the synergies among the subprogrammes are harnessed in a way that leverages the best possible impact. For instance, the principles and approaches underpinning such subprogrammes as ecosystem management and climate change will inform the work conducted under disasters and conflicts, thereby ensuring that relevant tools and approaches developed within those subprogrammes will be applied in countries that are vulnerable to or affected by disasters and conflicts. Similarly, UNEP will seek synergies between its work on marine systems under ecosystem management and its work on land-based sources of pollution, carried out under chemicals and waste. Work carried out under resource efficiency will contribute, through efficiency and decoupling, to energy efficiency work under climate change, to ecosystem management by inducing less use of natural resources, and to chemicals and waste through responsible production and waste minimization. There will also be close collaboration between its work on alternatives to certain ozone-depleting substances and energy efficiency, thus requiring a coordinated approach to such efforts under chemicals and waste and climate change subprogrammes. Similarly, work under environmental governance will complement and be carried out in close cooperation with work under all other subprogrammes.

Subprogramme 1
Climate change

Objective of the Organization: To strengthen the ability of countries to move towards climate-resilient and low-emission pathways for sustainable development and human well-being

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts	(a) (i) Increased number of countries implementing ecosystem-based and other supporting adaptation approaches as a result of UNEP support (ii) Increased number of countries incorporating ecosystem-based and supporting adaptation approaches in key sectoral and development plans, with the assistance of UNEP
(b) Energy efficiency is improved and the use of renewable energy is increased in countries to help reduce greenhouse gas emissions and other pollutants as part of their low emission development pathways	(b) (i) Increased number of countries implementing new renewable energy and/or energy efficiency initiatives, with the assistance of UNEP (ii) Increased number of finance institutions demonstrating a commitment of resources to clean technology investment as a result of UNEP support
(c) Transformative strategies and finance approaches for reducing emissions from deforestation and forest degradation (REDD-plus) are developed and implemented by developing countries with the aim of reducing emissions from deforestation and forest degradation and bringing multiple benefits for biodiversity and livelihoods	(c) Increased number of countries adopting and implementing REDD-plus strategies incorporating multiple benefits, with the assistance of UNEP

Strategy

53. Responsibility for the coordination of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. The subprogramme is aimed at helping countries to build readiness and create enabling environments for scaled-up climate investments in order to move towards climate-resilient and low-emission paths for sustainable development by: (a) promoting the development and use of climate research and science for policymaking and to inform the climate change negotiation process; (b) helping to facilitate access to finance for climate resilience, energy efficiency and renewable energy technologies; (c) fostering climate change outreach, awareness and education actions; (d) supporting the development and implementation of policies, plans and climate actions in countries in the form of pilot tests that can be scaled up through partner organizations;

(e) sharing lessons through networks and outreach; and (f) supporting the United Nations Framework Convention on Climate Change process and the implementation of country commitments arising from the Convention.

54. UNEP will seek a regional balance in the delivery of the subprogramme, taking into consideration key vulnerabilities to climate change as well as needs and demands expressed by countries. The work of UNEP complements that of the United Nations Framework Convention on Climate Change, and the climate change programme is shaped by the discussions held and decisions taken under the Framework Convention. All of the work of UNEP in the area of climate change will be based on and guided by sound science. Strengthening the capacity of countries to respond to the climate change challenge is a key element in the support provided by UNEP in relation to the three expected accomplishments. Outreach activities will foster a greater understanding of climate change among various audiences, ensuring that they have access to clear and understandable climate change information, lessons learned, and successful project examples. UNEP will work through partnerships with key actors, such as the secretariat of the United Nations Framework Convention on Climate Change, the Food and Agricultural Organization of the United Nations (FAO), the Global Environment Facility, the International Fund for Agricultural Development (IFAD), the Intergovernmental Panel on Climate Change, the secretariats of relevant multilateral environmental agreements, the United Nations Development Programme (UNDP), the United Nations Industrial Development Organization (UNIDO), the World Bank, the World Conservation Union (IUCN), the World Meteorological Organization (WMO), the Adaptation Framework Committee, the Green Climate Fund, the private sector, intergovernmental and non-governmental organizations, research institutes and national institutions, and in coordination with relevant conventions (i.e. Convention on Biological Diversity, Convention on Wetlands of International Importance especially as Waterfowl Habitat (Ramsar Convention), regional seas conventions) to catalyse support for requesting countries in moving towards climate-resilient and low-emission pathways for sustainable development and human well-being, as follows:

(a) UNEP will support countries in reducing their vulnerability and strengthening their resilience to the impacts of climate change by developing national institutional capacities and by supporting national efforts to incorporate primarily an ecosystem-based adaptation approach into country development planning and policymaking. To achieve this, UNEP will conduct vulnerability and impact assessments, deliver economic analyses of climate change impacts and adaptation options, develop scientific and policy-related information, identify best practices, provide adaptation planning and policy development support, facilitate the access of countries to finance and strengthen its outreach to foster a greater understanding of the issues. Efforts will be made to ensure that the ecosystem-based approach takes into consideration biodiversity considerations, in consultation with the secretariats of the biodiversity-related multilateral environmental agreements and taking into account Aichi Biodiversity Target 10. Pilot demonstrations aimed at the acceleration of learning with regard to reducing vulnerability to climate change will be used with a view to the scaling up of successful approaches through partnerships in order to leverage impact. UNEP will also assist countries in meeting their national climate change adaptation planning and reporting obligations under the Convention on Biodiversity. The scientific work will complement the work of

the Intergovernmental Panel on Climate Change and UNEP will continue to support the development of Panel assessments and special reports and their outreach. While the main focus of the UNEP adaptation programme remains ecosystem-based adaptation, it is important to note that ecosystem-based adaptation is often most usefully applied as an integral component of a broad range of adaptation strategies. Therefore, UNEP will engage with partners working on the full range of adaptation approaches, particularly with organizations that have complementary areas of expertise. UNEP will ensure the integration of environmentally sound adaptation approaches throughout its programme of work;

(b) UNEP will facilitate the move towards low-emission development pathways and a green economy in the context of sustainable development and poverty eradication by helping countries to overcome the various financial, institutional and regulatory barriers to the uptake of renewable energy technologies and the adoption of energy efficiency measures in sectors such as transport, buildings, manufacturing and appliances. UNEP will do this by building technical skills and knowledge about policy options in the clean energy sector and helping countries to develop mechanisms, strategies, actions and policies that lessen the costs and risks for financial actors in new climate change mitigation investments. UNEP will achieve this through strengthening the scientific basis for informed decision-making, conducting technology and resource assessments, sharing knowledge about technology and policy options, supporting mitigation planning and policy development, facilitating access to finance and working with innovative financing mechanisms, building readiness to deploy funding effectively, and strengthening outreach to enable access to relevant climate change information. UNEP will also assist countries in their climate change mitigation planning and reporting obligations under the United Nations Framework Convention on Climate Change;

(c) In support of the Cancun Agreements, reached in December 2010 under the United Nations Framework Convention on Climate Change, UNEP will work with UNDP and FAO (through the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD)) and with other partners. UNEP will also work in coordination with relevant conventions, including the secretariats of the biodiversity-related multilateral environmental agreements (e.g. Convention on Biological Diversity, Convention on Migratory Species, Ramsar Convention) across the three major forested regions worldwide to support the development of national REDD-plus strategies and finance approaches. UN-REDD is a collaborative partnership of FAO, UNDP and UNEP with the objective of supporting countries in the implementation of REDD-plus. The work is divided among the agencies based on comparative advantage and, as such, UNEP focuses on work related to REDD-plus, ecosystem services, biodiversity and the green economy. REDD-plus comprises the following five activities, as defined in the Cancun Agreements: (i) reduction of emissions from deforestation; (ii) reduction of emissions from forest degradation; (iii) conservation of forest carbon stocks; (iv) sustainable management of forests; and (v) enhancement of forest carbon stocks. UNEP work on REDD-plus is aimed at reducing emissions from deforestation and forest degradation by generating funding that can be used by communities to improve sustainable management of forests, strengthen the role of conservation, shift the forest sector to alternative development pathways, and support the conservation of biological

diversity and livelihoods. UNEP will, inter alia, support high-level political dialogues relating to the United Nations Framework Convention on Climate Change and Convention on Biological Diversity processes, provide support to stakeholders in achieving the Aichi Biodiversity Targets, and engage with the private sector to discuss REDD-plus as an instrument for climate change mitigation and adaptation, as well as sustainable development and biodiversity conservation. Strengthening the scientific basis for decision-making and improving outreach to targeted audiences will be key pillars of this strategy. At the national level, UNEP will support the development of national REDD-plus strategies and the implementation of readiness programmes and will develop tools and guidance with respect to identifying and contributing to environmental and social safeguards.

Subprogramme 2
Disasters and conflicts

Objective of the Organization: To promote a transition within countries to the sustainable use of natural resources and the reduction of environmental degradation to protect human well-being from the environmental causes and consequences of disasters and conflicts

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters and conflicts is improved	(a) (i) Increased percentage of countries vulnerable to disasters and/or conflicts that progress at least two steps in the country capacity framework[a] for natural resource and environmental management, with the assistance of UNEP (ii) Increased number of United Nations policies, guidelines, programmes and training courses on conflict or disaster risk reduction that integrate best practices into the sustainable management of natural resources in fragile States and vulnerable regions, based on UNEP reports and inputs
(b) The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved	(b) Increased percentage of countries affected by disasters and/or conflicts that progress at least two steps in the country-capacity framework for natural resource and environmental management, with the assistance of UNEP

[a] UNEP will measure progress in achieving the expected accomplishments using a composite indicator based on a country-capacity framework. This framework, which is based on 15 years of experience in some 50 countries affected by disasters and conflicts, allows for the measurement of progress in six different categories of capacity with respect to environment and natural resource management at the national level, as follows: (a) access to information and availability of data; (b) policy and planning; (c) laws; (d) institutions; (e) implementation and enforcement capacity; and (f) public participation in decision-making. In each of the six categories, there are six steps that reflect the gradual expansion of capacity.

Strategy

55. Responsibility for the coordination of subprogramme 2 rests with the Director of the Division of Environmental Policy Implementation, who also leads the work of UNEP on ecosystem management and climate change adaptation, allowing for synergies to be leveraged among the three closely related fields. Within its existing mandates, including that provided by the Governing Council in decision 26/15, and without duplicating the efforts of other organizations responsible for conflict and disaster response or prevention, UNEP will work by means of strategic partnerships to provide support to countries and communities to protect human well-being and contribute to sustainable development by addressing the environmental dimensions of disasters and conflicts. In this regard, it will provide early warning and risk assessments, policy guidance and training to enable requesting Governments to use sustainable natural resource management to reduce the risk of disasters and conflicts and to better prepare for their environmental implications. In particular, UNEP will seek to demonstrate the role that improved ecosystem management can play in achieving risk reduction, exposure and vulnerability reduction, and enhanced local resilience.

56. UNEP will also work to catalyse the uptake by countries and United Nations partners of an ecosystem-based approach to disaster risk reduction. Building upon its track record in countries, UNEP will also be available to help stakeholders to use environment as a platform for cooperation to reduce the risk of disasters and conflicts. UNEP will leverage impact through partnerships with key organizations in the United Nations system and the broader international community; such partnerships are critical to extending capacity and scaling up of results, notably by mainstreaming environmental best practice into their own policy and planning processes. Such partners include UNDP, the International Strategy for Disaster Reduction, the Partnership on Environment and Disaster Risk Reduction (comprising IUCN, the World Wide Fund for Nature (WWF) and the United Nations University, among others), the World Bank, the Department of Political Affairs of the Secretariat, the United Nations Inter-agency Framework for Coordination on Preventive Action, the Peacebuilding Commission, the Organization for Security and Cooperation in Europe, the European Union, the Advisory Group on Environmental Emergencies, FAO and the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as regional institutions and national partners.

57. Moreover, an internal coordination platform will be established to improve and share knowledge on synergies among work on biodiversity conservation and ecosystem services, ecosystem-based adaptation approaches to climate change and ecosystem-based approaches to disaster risk reduction. The internal coordination platform will also foster joint transformative projects where warranted, ensure cross-fertilization and exchange of knowledge and lessons learned, and avoid duplication and overlap. UNEP will also provide environmental expertise for emergency response and crisis recovery operations at the subregional, national and subnational levels, upon direct request from Governments or through mechanisms such as humanitarian response clusters, early recovery programmes and post-crisis needs assessments.

58. To implement this strategy, UNEP will assess acute environmental risks from disasters and conflicts and provide early warning to minimize any adverse impacts on human life and the environment, integrate environmental considerations into

relief and recovery programmes, and design and technically support environmental clean-up and ecosystem restoration operations carried out by partners. Together with United Nations country teams and other partners, UNEP will provide policy guidance and assistance in developing and implementing legislative and institutional frameworks for sustainable natural resource and environmental management at the national and subregional levels in order to support economic recovery and the creation of green jobs in the context of sustainable development. UNEP will also, where requested, be available to help stakeholders use the environment as a platform for cooperation in the context of recovery and reconstruction.

59. The strong partnerships established over the past 15 years with key humanitarian, development and peace and security actors and the international community at large will serve as the cornerstone of the UNEP approach, ensuring not only that environmental considerations are integrated into the support provided to countries affected by disasters and conflicts, but also that results are sustained and scaled up. Key partners include the Advisory Group on Environmental Emergencies, the Office for the Coordination of Humanitarian Affairs, UNDP, the Peacebuilding Commission, the Department of Peacekeeping Operations and the Department of Field Support of the Secretariat, the World Bank, the European Union, the secretariats of relevant multilateral environmental agreements, such as the Basel Convention, and regional and national partners.

Subprogramme 3
Ecosystem management

Objective of the Organization: To promote a transition to integration of the conservation and management of land, water and living resources to maintain biodiversity and provide ecosystem services sustainably and equitably among countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased	(a) Increased number of countries integrating the ecosystem approach with traditional sector-based natural resource management, with the assistance of UNEP
(b) Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased	(b) Increased number of countries using the ecosystem approach to sustain ecosystem services from coastal and marine systems, with the assistance of UNEP
(c) Services and benefits derived from ecosystems are integrated into development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity- and ecosystem-related multilateral environmental agreements	(c) (i) Increased number of countries that integrate the ecosystem approach into development planning, with the assistance of UNEP (ii) Increased number of countries that integrate priority ecosystem services into their national accounting and budgeting processes, with the assistance of UNEP

Strategy

60. Responsibility for the coordination of the subprogramme on ecosystems management rests with the Director of the Division of Environmental Policy Implementation. The goal of UNEP is to catalyse the use by countries of an ecosystem approach that integrates the management of land, water and living resources to conserve biodiversity and sustain ecosystem services for development and poverty reduction, as articulated in decision V/6 of the Conference of the Parties to the Convention on Biological Diversity, building on participatory approaches and the use of traditional knowledge. It should be noted that the Conference of the Parties, in decision V/6, called upon parties, Governments and international organizations to apply the ecosystem approach, as appropriate. There is no single way to implement the ecosystem approach, as it depends on local, provincial, national, regional or global conditions. Notwithstanding the need to tailor the approach to varying circumstances, it will involve not only the direct management of specific ecosystems, but also addressing both the direct and indirect drivers of change, such as the negative impact of human activities on sensitive ecosystems. UNEP is placing particular emphasis on work on environmental issues to improve human well-being and address the pressing challenges associated with climate change and the natural hazards that may lead to disasters. In this context, there is significant complementarity between the respective subprogrammes dealing with the conservation of biodiversity and ecosystem services, ecosystem-based approaches to adaptation to climate change, and ecosystem-based approaches to disaster risk reduction. Every effort will be made to ensure synergies among the respective subprogrammes and avoid duplication of effort.

61. Ensuring a regional balance, UNEP will work with the secretariats of the biodiversity-related multilateral environmental agreements and the secretariats of other multilateral environmental agreements whose actions affect ecosystems and through long-term partnerships with key actors working on ecosystem management, including Biodiversity International, FAO, UNDP, IFAD, IUCN, the International Water Management Institute, the World Bank, WWF and other Millennium Ecosystem Assessment partners, and will leverage impact through its role as a GEF implementing agency to support countries to achieve the Aichi Biodiversity Targets and reverse the ongoing decline in biodiversity and ecosystem services resulting from phenomena such as habitat degradation, invasive species, climate change, pollution and overexploitation, and scale up successful approaches, as follows:

(a) UNEP will work to enhance the conceptual basis and implementation of the ecosystem approach within planning, management and decision-making frameworks that affect biodiversity, the ecosystem services of terrestrial and freshwater ecosystems and the provision of key services and benefits from those systems. In doing so, UNEP will seek to contribute to the challenge of feeding a growing global population in a sustainable manner, promoting proper conservation and management of biodiversity and related ecosystems and broader governance reforms that, in turn, promote or enable collaborative, participatory, cross-sectoral approaches to maintaining biodiversity, ecosystem services and productivity of interdependent landscapes, ecosystems and species. Particular emphasis will be given to conserving biodiversity and, in parallel, maintaining the ecosystem services important for human well-being, development and provisioning, especially in relation to food security and water. Special attention will also be given to equity issues, including, but not limited to, access and benefit-sharing, and how to compensate or reward vulnerable and disadvantaged communities for their ecosystem stewardship;

(b) UNEP will also work to develop cross-sectoral policymaking and management frameworks and methodologies to implement ecosystem-based management and related multilateral frameworks in order to sustain marine and coastal biodiversity and ecosystem services, particularly food provisioning. While the impacts of human activities on terrestrial and freshwater ecosystems have a direct link to marine ecosystems, a separate expected accomplishment is established for work on marine ecosystems. This is because while expected accomplishment (a) requires primarily national scale interventions, expected accomplishment (b) includes work that will cut across national maritime boundaries and interventions that are dependent on requests from the concerned countries. Work will include managing human activities that negatively impact coastal and marine ecosystems, particularly coral reefs, while continuing to draw attention to the dynamic relationship among land-based activities, the health of coastal habitats, the world's seas and oceans. UNEP will assist countries and regional bodies in customizing and applying ecosystem management through pilot testing of approaches, learning and transferring of good practices across different ecosystem contexts. UNEP will also support countries to adopt broader management reforms, involving participatory approaches and private-public partnerships to maintain marine and coastal ecosystem services and their associated biodiversity. Attention will also be given to such issues as the growing pressures from climate change, coastal development, resource extraction, and pollution affecting communities, societies and biodiversity. In doing so, UNEP will build upon successful existing programmes and structures, such as the regional seas conventions and action plans and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities;

(c) UNEP will support collaborative efforts aimed at strengthening the science-policy interface at the global, regional and national levels. Noting the ecological, genetic, social, economic, scientific, educational, cultural, recreational and aesthetic values of biological diversity and its critical role in maintaining ecosystems that provide essential services, UNEP will assist countries in creating the necessary institutional, legal and policy conditions to integrate biodiversity and ecosystem services into their development planning, decision-making and budgetary allocations. Mainstreaming of ecosystem-relevant environmental outcomes will be implemented in the context of the Poverty-Environment Initiative of UNDP and UNEP. UNEP will also support countries in meeting their multilateral environmental agreement commitments, particularly the Aichi Biodiversity Targets. Particular attention will be given to helping countries, upon request, to look for innovative ways of financing and to create favourable policy and institutional conditions for access and benefit-sharing, in support of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization to the Convention on Biological Diversity. Support will also be provided at the request of Member States for the conservation of biodiversity through collaboration across ecosystems, including, where appropriate, transboundary ones. UNEP will provide strong leadership in the work of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), in collaboration with relevant bodies. Finally, UNEP will assist countries to meet their planning and reporting obligations under biodiversity-related multilateral environmental agreements. UNEP will engage with the secretariat of the Convention on Biological Diversity to ensure UNEP support for the implementation of the Strategic Plan for Biodiversity 2011-2020. UNEP will also ensure that direct support provided to countries for the implementation of the Strategic Plan and realization of the Aichi Biodiversity Targets is coordinated with the secretariats of the multilateral environmental agreements.

Subprogramme 4
Environmental governance

Objective of the Organization: To strengthen synergies and coherence in environmental governance to facilitate the transition towards environmental sustainability in the context of sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The United Nations system and multilateral environmental agreement bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues	(a) (i) Increased number of joint initiatives to handle environmental issues in a coordinated manner in the United Nations system and multilateral environmental agreement bodies as a result of UNEP efforts
	(ii) Increased number of collaborative arrangements with the secretariats of selected multilateral environmental agreements which result in increased coherence and synergy between the UNEP programme of work and the programme of work of those secretariats
(b) The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced	(b) (i) Increased number of legal and institutional measures taken by countries to improve the implementation of internationally agreed environmental objectives and goals, with the assistance of UNEP
	(ii) Increased number of initiatives taken by countries to monitor and achieve compliance with and enforcement of international environmental obligations, with the assistance of UNEP, upon the request of the countries
	(iii) Increased number of initiatives and partnerships of major groups and stakeholders in support of the development and implementation of national and international environmental law, with the assistance of UNEP
(c) Countries increasingly mainstream environmental sustainability into national and regional development policies and plans	(c) (i) Increased number of national development plans and United Nations Development Assistance Frameworks in targeted countries that incorporate the principles of environmental sustainability with the assistance of UNEP and the joint UNDP-UNEP Poverty-Environment Initiative

	(ii) Increased number of policies and plans from subregional and regional forums that incorporate the principles of environmental sustainability as a result of UNEP support

Strategy

62. Responsibility for the coordination of the subprogramme on environmental governance rests with the Director of the Division of Environmental Law and Conventions. In addition to partnerships with a wide range of United Nations bodies and international and regional financial institutions, the successful delivery of this subprogramme will rest upon strong cooperation with the governing bodies and secretariats of other intergovernmental bodies and processes within and outside of the United Nations system, which will be key to enhancing mutually supportive regimes between the environment and other related fields. The need to strengthen UNEP has been noted in both decisions of the Governing Council on international environmental governance and in the outcome of the United Nations Conference on Sustainable Development on the institutional framework for sustainable development, which will provide further guidance in defining the direction of the subprogramme.

63. UNEP will work closely in partnership with the secretariats of relevant multilateral environmental agreements, including the secretariats of the multilateral environmental agreements (such as the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change), as well as through partners such as FAO, GEF, UNDP, the United Nations Institute for Training and Research (UNITAR), UNESCO, UNIDO, the Office of the United Nations High Commissioner for Refugees (UNHCR), the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Office of Legal Affairs of the Secretariat, the World Bank, the Asian Development Bank, the International Criminal Police Organization (INTERPOL), the World Customs Union, the European Commission, the Organization for Economic Cooperation and Development, the International Labour Organization (ILO), the International Organisation of Supreme Audit Institutions, IUCN, the IUCN Law Commission and Academy, the International Network for Environmental Compliance and Enforcement, the International Development Law Organization, the Stakeholder Forum, the Indigenous Peoples Forum, the Centre for International Environmental Law, national enforcement authorities, national ministries, intergovernmental and non-governmental organizations, universities and academic institutions, research institutes and foundations, as well as regional and national partners.

64. The strategy of UNEP in this area is as follows:

(a) To support coherent international decision-making processes for environmental governance, UNEP will assist the Governing Council/Global Ministerial Environmental Forum in promoting international cooperation in the field of the environment and set the global environmental agenda. UNEP will also provide support for enhancing cooperation and coordination across the United Nations system and among global and regional multilateral environmental agreements, such as the biodiversity-related multilateral environmental agreements, and between UNEP and those agreements, with a view to their effective implementation, while respecting the mandate of each entity. UNEP will, together with the secretariats of the relevant multilateral environmental agreements and

partners, conduct an assessment of how the multilateral system, in particular the United Nations system, functions to support the implementation of multilateral environmental agreements, including the Aichi Biodiversity Targets in the area of biodiversity and priorities in other areas. This assessment will include specific consideration of how UNEP can strengthen its support to the implementation of such agreements. At the inter-agency level, the subprogramme will provide support and policy inputs on environmental governance in the United Nations System Chief Executives Board for Coordination and other inter-agency forums, and utilize the Environmental Management Group to promote coherent policies and joint action by all organizations and multilateral environmental agreements secretariats;

(b) To catalyse international efforts to pursue the implementation of internationally agreed objectives and goals, UNEP will support the further development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and commitments identified in the outcomes of United Nations summits and conferences, and those that strengthen relevant institutions. In this context, in partnership with other United Nations institutions, UNEP will support the efforts of Governments to develop and enforce environmental laws and comply with relevant international environmental standards and obligations, including through legal technical assistance, training and other legal capacity-building activities. Strategic direction in this respect will be given by the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV), adopted by the Governing Council in its decision 25/11. UNEP will also contribute to improving public participation in decision-making at the global, regional, subregional and national levels by promoting the active participation of stakeholders along the lines of principle 10 of the Rio Declaration, and the application of the Guidelines for the Development of National Legislation on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters, adopted by the Governing Council in decision SS.XI/5 A;

(c) To assist countries in mainstreaming environmental sustainability into their regional, subregional and national environmental governance processes, policies and plans, UNEP will provide support to regional and subregional ministerial and other intergovernmental forums in addressing environmental and sustainable development issues, including those of a transboundary nature, and catalyse support from partners in the implementation of their programmes of action. UNEP, including through the UNEP-UNDP Poverty-Environment Initiative, will also assist Governments in mainstreaming the issue of environment into their development planning processes by supporting the incorporation of environmental considerations into common country assessments, United Nations Development Assistance Frameworks and their associated implementation programmes through partnerships with relevant United Nations institutions and in support of the "One United Nations" initiative which is being carried out as a pilot programme in a number of countries. UNEP will also help to ensure alignment and coherence of UNEP and United Nations activities through United Nations regional coordination structures, such as the regional teams of the United Nations Development Group and the regional coordination mechanisms. Thus, particular attention will be paid to inter-agency cooperation. This will further improve the ability of UNEP to support Governments and United Nations country teams in addressing environmental governance and will strengthen its engagement with other specialized agencies, funds and programmes of the United Nations system, as well as departments and regional partners.

Subprogramme 5
Chemical and waste

Objective of the Organization: To promote a transition among countries to the sound management of chemicals and waste in order to minimize impacts on the environment and human health

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Countries increasingly have the necessary institutional capacity and policy instruments for the sound management of chemicals and waste, including the implementation of related provisions in the multilateral environmental agreements	(a) (i) Increased number of countries reporting the adoption of policies for the sound management of chemicals and waste, with the assistance of UNEP (ii) Increased number of countries reporting the use of economic and market-based incentives and business policies and practices that promote the sound management of chemicals and waste, with the assistance of UNEP (iii) Increased number of countries reporting the use of industry reporting schemes that promote the sound take-up of chemicals and waste, with the assistance of UNEP
(b) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related multilateral environmental agreements	(b) (i) Increased number of Governments addressing priority chemical issues, including their obligations under the chemical-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP (ii) Increased number of businesses and industries addressing priority chemical issues, through the use of risk assessment and management tools provided by UNEP (iii) Increased number of civil society organizations addressing priority chemical issues under the chemical-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP

(c) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related multilateral environmental agreements	(c) (i) Increased number of Governments addressing priority waste issues, including their obligations under the related multilateral environmental agreements, through the use of tools and methodologies provided by UNEP (ii) Increased number of businesses and industries addressing priority waste issues, through the use of tools and methodologies provided by UNEP (iii) Increased number of civil society organizations addressing priority waste issues under the waste-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP

Strategy

65. Responsibility for the coordination of the subprogramme on chemicals and waste rests with the Director of the Division of Technology, Industry and Economics. UNEP will work to catalyse action towards the sound management of chemicals and waste through multi-stakeholder partnerships and strategic alliances that will serve to scale up the use of tools and guidelines, improve the mainstreaming of chemicals and waste management into health and other key sectors, and consolidate the scientific evidence underpinning ongoing efforts in international chemicals and waste management initiatives. Key partners are the secretariats of the chemical- and waste-related multilateral environmental agreements and organizations participating in the Inter-Organization Programme for the Sound Management of Chemicals, comprising UNEP together with FAO, ILO, Organization for Economic Cooperation and Development (OECD), UNDP, UNIDO, UNITAR, the World Health Organization and the World Bank. UNEP will also leverage impact through its role as a GEF implementing agency. The UNEP strategy in this area is threefold:

(a) UNEP will work to strengthen the institutional capacity and policy instruments, including regulatory frameworks, needed for the sound management of chemicals and waste and the implementation of the related multilateral environmental agreements. This will be achieved by facilitating international chemicals management through the provision of secretariat support, as agreed at the International Conference on Chemicals Management, to the Strategic Approach to International Chemicals Management and its Quick Start Programme. UNEP will also support the continuing work of the Intergovernmental Negotiating Committee towards the ratification and implementation of a global, legally binding instrument on mercury, following the diplomatic conference to be held in Minimata, Japan, from 7 to 11 October 2013. This subprogramme will work closely with the subprogramme on environmental governance on work related to synergies among the chemical- and waste-related multilateral environmental agreements. At the national level, UNEP will, upon request, support countries in catalysing interministerial and, where appropriate, multi-stakeholder engagement to achieve

coherent and effective regulatory, voluntary and market-based policies that address sound management of chemicals and the obligations of chemical- and waste-related multilateral environmental agreements, integrating them into national policies, programmes and strategies. Furthermore, UNEP will promote multilateral and bilateral support addressing sound chemicals and waste management including through existing development planning processes. UNEP will, upon request, provide support to national and regional enforcement agencies to reduce illegal trafficking of controlled chemicals and waste;

(b) UNEP will also support countries, upon their request, in assessing and managing chemicals risks. UNEP will also bring relevant emerging issues for the sound management of chemicals to the attention of the international community. Priority actions will be supported through the development, dissemination and demonstration of the scientific and technical knowledge, tools and assessments needed to implement sound management of chemicals. Activities will include that of keeping under review trends in the production, handling, movement, use, release and disposal of chemicals in order to determine their environmental, health and socioeconomic impacts, and raising awareness of emerging issues. UNEP will also help countries to develop their capacity to use the scientifically robust and technically sound advice and guidelines it develops and demonstrates on chemicals risk assessment and management. This will include guidance for those chemicals listed in relevant multilateral environmental agreements, mercury, and lead and cadmium. Activities will be closely coordinated with the secretariats of the chemical-related multilateral environmental agreements to ensure the cost-effective provision of assistance to countries in the implementation of these treaties, SAICM and other supporting international programmes such as the Global Programme of Action on Land-based Sources of Marine Pollution;[3]

(c) UNEP will bring relevant emerging issues for the sound management of wastes to the attention of the international community and will support national, regional and global efforts to minimize waste generation and manage remaining wastes using environmentally sound means, ensuring synergy with the work undertaken by UNEP on the sound management of chemicals. Where appropriate, the subprogramme will take advantage of UNEP competencies gained in supporting the Marrakech Process on sustainable consumption and production with a view to boosting recycling and recovery of waste. Priority actions will focus on the development, dissemination and demonstration of the use of scientific and technical knowledge and tools to implement sound waste management. This will involve keeping under review trends in the production, handling, movement and disposal of wastes in order to determine their environmental, health and socioeconomic impacts, and raising awareness of emerging issues. UNEP will work in close cooperation with the secretariat of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal and its regional centres and partnerships with the aim of supporting countries in developing their capacity to use technically sound advice and guidelines on waste management to implement waste-related multilateral environmental agreements, including by developing methods

[3] The sound management of chemicals in agriculture and other land-based activities is part of the Global Programme of Action. UNEP works with the Global Partnership on Nutrient Management as a response to the nutrient challenge; that is, how to reduce the amount of excess nutrients in the global environment consistent with global development.

and tools to evaluate progress and identify priorities for action towards sound waste management, and by building their analytical capacity to fill information gaps.

Subprogramme 6
Resource efficiency

Objective of the Organization: To promote a transition in which goods and services are increasingly produced, processed and consumed in a sustainable way that decouples economic growth from resource use and environmental impact, while improving human well-being

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Cross-sectoral scientific assessments, research and tools for sustainable consumption and production and a green economy developed, shared and applied by policymakers, including in urban practices in the context of sustainable development and poverty eradication	(a) (i) Increased number of countries and cities that develop and integrate into policies, within the context of sustainable development and poverty eradication, a green economy and sustainable consumption and production approaches and tools as a result of UNEP assistance (ii) Increased number of references by Governments, companies and academics to UNEP assessments and reports in relevant documents
(b) Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication	(b) Increased number of stakeholders reporting improved management practices and the use of more resource-efficient tools and instruments in sectoral policies with the assistance of UNEP
(c) Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced	(c) (i) Increased number of public institutions and private sector organizations that develop and put in place policies and measures conducive to more sustainable consumption patterns, with the assistance of UNEP (ii) Increased number of projects initiated by stakeholders to promote more sustainable lifestyles that are catalysed by UNEP

Strategy

66. Responsibility for the coordination of the subprogramme on resource efficiency rests with the Director of the Division of Technology, Industry and Economics. UNEP will seek to support countries and other stakeholders in implementing green economy policies in the context of sustainable development and poverty eradication, and in promoting change in unsustainable patterns of production and consumption in order to

transition to more inclusive and resource-efficient societies. The scientific foundations of the subprogramme will be strengthened especially through the findings of the International Resource Panel. UNEP will work upstream with key partners, such as the Department of Economic and Social Affairs of the Secretariat, UNDP, the United Nations Human Settlements Programme (UN-Habitat), ILO, the International Organization for Standardization, OECD, UNESCO, UNCTAD, the Global Compact Initiative, WTO and others, and through partnerships or joint initiatives, such as the Partnership for Action on Green Economy, the International Resource Panel, the FAO-UNEP Agri-Food Task Force on Sustainable Consumption and Production, the Global Partnership for Sustainable Tourism, the UNEP-UNIDO Resource Efficiency and Cleaner Production Programme and Green Industry Platform, the UNEP Sustainable Buildings and Climate Initiative, the UNEP Finance Initiative, the Global Initiative for Resource-Efficient Cities, the UNEP-UNESCO YouthXchange Initiative, the Life-Cycle Initiative of UNEP and the Society of Environmental Toxicology and Chemistry and the Sustainable Public Procurement Initiative to ensure consensus-building and scaling up of approaches.

67. The outcome document of the 2012 United Nations Conference on Sustainable Development will provide overall guidance for the execution of the subprogramme. A key factor in its delivery will be the implementation of the mandate provided to UNEP with the adoption of the 10-year framework of programmes on sustainable consumption and production at the United Nations Conference on Sustainable Development. UNEP will also further develop the Partnership for Action on Green Economy with other United Nations agencies, including ILO, to assist its efforts to provide and share knowledge and best practices on a green economy and to provide technical assistance and capacity-building to interested countries and stakeholders, upon their request, in implementing green economy policies in the context of sustainable development and poverty eradication. UNEP's strategy in the area of resource efficiency is threefold:

(a) UNEP will assist Governments and other public institutions at the global, regional, national and subnational levels, taking into account their specifications and priorities, in developing policies that support a transition to a green economy in the context of sustainable development and poverty eradication and promote sustainable consumption and production. Using the International Resource Panel as a key delivery mechanism, UNEP will assess material flows, resource pressures and impacts, including through the definition of indicators while taking into account already available internationally recognized related work and existing ongoing data-collection efforts, and provide countries with analyses that enable informed policymaking. UNEP will also continue to support global international processes promoting resource efficiency, contribute to the delivery of the 10-year framework of programmes on sustainable consumption and production, for which the UNEP-led initiatives cited above will provide important implementation mechanisms, including the provision of secretariat services. UNEP will help to develop capacities at the national, regional and, increasingly, city levels to put in place the enabling policy frameworks and economic instruments that promote resource efficiency, sustainable consumption and production and a green economy in the context of sustainable development and poverty eradication. This work will include national economic assessments, guidance on fiscal and trade policies, market-based and legislative instruments, and national sustainable consumption and production action plans, as well as pilot projects aimed at demonstrating the benefits of accelerating the transition towards more resource-efficient societies;

(b) UNEP will also work to advance sustainability at the sectoral level and within and across the entire supply chain of services and manufactured goods, known as the global value chains. To bring about change on the ground, mutually supportive policy tools and instruments and business strategies need to be developed in key sectors. To promote resource efficiency in the internal management practices of the business and financial community in large as well as small and medium-sized companies, UNEP will conduct life cycle assessments, share knowledge of environmentally sustainable technologies and best practices, provide benchmarking that contributes to the elaboration of voluntary or regulatory international norms and standards and provide support for corporate social responsibility and sustainability reporting. Targeted sectors include construction and food (through the FAO-UNEP Agri-Food Task Force on Sustainable Consumption and Production), tourism as well as sectors that are subject to intensive resource use and where a large environmental footprint from industry is observed.

68. The banking, investment and insurance sectors will also be targeted through the UNEP Finance Initiative. To achieve this, UNEP will engage with partners to build consensus on sustainability criteria by combining key indicators, such as those on water efficiency and ecotoxicity, and deliver demonstration projects illustrating the benefits of synergistic public and private sector approaches and of efficient, clean, responsible and safe production methods, building on the work of others in these fields and stimulating and encouraging cooperation between various stakeholders such as business and academia. UNEP will seek to develop favourable policy and business conditions that enable more sustainable lifestyles, identifying the drivers of behavioural change and making the business case for increasing the sustainability of products and assisting decision makers to assess the impact of regulations on consumer choices, including economic instruments and pricing. This will be achieved by strengthening the capacity of Governments and other public institutions to develop and put in place policy measures to stimulate the demand for more sustainable products, in particular sustainable public procurement, supporting infrastructure enabling sustainable lifestyles and other consumption-related policies and tools, including in the formal and informal education sector. UNEP will also work to improve understanding of the effectiveness and impacts (environmental, social and economic) of such policies on institutional, business and individual consumers, and on their access to sustainable products. Furthermore, UNEP will support the use of life cycle-based sustainable product information tools, such as eco-labelling and certification for consumers and actors in the market supply chain, building on and making more accessible the methodologies and recommendations produced by the Life-cycle Initiative.

69. Implementation of the subprogramme will be articulated with, complement and build upon activities delivered under the other UNEP subprogrammes, such as: (a) the promotion of energy-efficient and other energy-related activities in the transport and mobility and building and manufacturing sectors (subprogramme 1) and the integration of biodiversity values and ecosystem services (subprogramme 3) will complement the delivery of a green economy in the context of sustainable development and poverty eradication. The conservation and the preservation of the ecosystem services important for agriculture production will complement the work on resource efficiency in the food sectors. Waste management objectives (subprogramme 5) will be achieved in close cooperation with activities carried out at the city level and in waste minimization in supply chains.

Subprogramme 7
Environment under review

Objective of the Organization: To empower stakeholders in their policy and decision-making by providing scientific information and knowledge and keeping the world environment under review

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Global, regional and national policy-making is facilitated by environmental information made available on open platforms	(a) (i) Increased number of United Nations agencies and multilateral environmental agreements using data on environmental trends identified through UNEP to influence their policy
	(ii) Increased number of relevant global, regional and national forums and institutions using data on environmental trends identified through UNEP to influence their policy
(b) Global, regional and national assessment processes and policy planning are informed by emerging environmental issues	(b) Increased number of stakeholders surveyed that acknowledge the uptake in assessment and policy development processes of scenarios and early warning on emerging environmental issues identified by UNEP
(c) The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge is enhanced	(c) (i) Increased number of countries that take the lead in generating, analysing, managing and using environmental information in comparable formats and making the information and knowledge available to the public and policymakers
	(ii) Increased number of countries making available credible nationally generated data and access to country-specific environmental information in comparable formats available on public platforms
	(iii) Increased number of major groups and stakeholders surveyed that acknowledge their involvement in the generation of, access to and use of environmental information available on public platforms

Strategy

70. Responsibility for the coordination of the subprogramme on environment under review rests with the Director of the Division of Early Warning and Assessment. This subprogramme is aimed at reviewing the state of the global

environment with the view of ensuring that emerging environmental problems of wide international significance are prioritized and receive appropriate and adequate consideration by Governments, in accordance with the core mandate of UNEP set out in General Assembly resolution 2997 (XXVII). To achieve this, UNEP will work with key partners active in the environmental information, communication and policy sphere, such as scientific bodies, mechanisms and platforms of the Access Initiative, the three Rio Conventions (Convention on Biological Diversity, United Nations Framework Convention on Climate Change and United Nations Convention to Combat Desertification), the Global Earth Observation System of Systems, the International Council for Science, the Intergovernmental Panel on Biodiversity and Ecosystem Services, the regional commissions and other relevant regional institutions, OECD, Online Access to Research in the Environment, the secretariats of other multilateral environmental agreements and other United Nations organizations of the United Nations system, in particular the Statistics Division of the Department of Economic and Social Affairs of the Secretariat, the Scientific Committee on Problems of the Environment and national data centres and initiatives. The aim is to provide early warning information on emerging issues, undertake environmental assessments and provide support to countries to generate environmental data to inform decision-making at all levels. This subprogramme will ensure coherence across all other subprogrammes in relation to the generation, analysis and communication of their thematic assessments, which continue to be budgeted for within those subprogrammes.

71. The UNEP strategy in this subprogramme is threefold:

(a) UNEP will work to facilitate policymaking at the global, regional and national levels through the development of integrated assessments that provide sound science as a basis for decision-making. To achieve this, UNEP will develop tools and methods for the integration of environmental, economic and social information. UNEP will ensure the scientific credibility and policy relevance of its integrated assessments, including through the utilization of internationally agreed environmental goals to assess the state of the environment. Collaboration with policymakers will therefore be a key factor in understanding their perspectives and needs so as to ensure the utility of the integrated assessments. UNEP will also work with the other organizations of the United Nations system and the secretariats of the multilateral environmental agreements to increase coherence in relation to environmental assessments and, in particular, to ensure the utility of its findings to their work. Seeking complementarity and avoiding duplication with other major environmental assessments as well as GEF priority-setting processes will be key to this subprogramme. For instance, UNEP will work with the secretariat of the Convention on Biological Diversity to identify how best to support the analysis of attainment of the Aichi Biodiversity Targets. The work under this subprogramme will provide science-based information to enhance the implementation of the environmental governance subprogramme. Furthermore, UNEP will use new, cutting-edge information and communication technologies to enlarge its information base, and enhance the efficiency of the assessment process and its overall impact;

(b) UNEP will develop and disseminate scenarios and models on environmental trends by identifying empirical data available in various localities and filling information gaps to provide early warning of emerging problems. This will comprise the development and consolidation of scientific approaches for the identification of critical thresholds, emerging issues and other priorities worth

considering by the scientific and policymaking communities. It will also include the production of publications and other awareness-raising materials to ensure that the knowledge generated is disseminated and customized for a wide range of stakeholders, including United Nations agencies and other targeted external stakeholders based on the issues identified, their locality and their relevance to particular groups;

(c) UNEP will provide countries with policy advice and technical support to increase their ability to generate, access and analyse integrated environmental information, and continue to work in partnership with relevant United Nations agencies, think tanks and scientific and academic institutions to improve the quality and utility of scientific information and knowledge generated at the national, subregional and regional levels. Moreover, UNEP will contribute to increasing equitable access to information for improved decision-making at the global, regional and national levels, in line with principle 10 of the Rio Declaration. UNEP will do this by facilitating the participation of major groups and stakeholders of civil society in information needs assessments, the generation and collection of data and information, and the dissemination of information at the national and local levels. UNEP will draw on the expertise and networks of its partners, including developed and developing countries and organizations that are maintaining regional, national and thematic environmental information systems, to identify data gaps and build the capacity of stakeholders to better access, generate and use information in shaping decisions that lead the way towards an equitable and sustainable development path.

Legislative mandates

72. The following are added to the list of legislative mandates:

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
62/98	Non-legally binding instrument on all types of forests
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
65/2	Outcome document of the High-level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
65/128	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
65/129	Cooperation between the United Nations and the Economic Cooperation Organization
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)

65/284	New Partnership for Africa's Development: progress in implementation and international support
66/70	Effects of atomic radiation
66/121	Policies and programmes involving youth
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session
66/211	Science and technology for development
66/213	Fourth United Nations Conference on the Least Developed Countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/216	Women in development
66/219	South-South cooperation
66/223	Towards global partnerships
66/288	The future we want
67/213	Report of the Governing Council of the United Nations Environment Programme on its twelfth special session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Governing Council decisions

SS.VI/1	Malmö Ministerial Declaration
SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Intergovernmental strategic plan for technology support and capacity-building

	IV: Strengthening the financing of the United Nations Environment Programme
SS.X/2	Sustainable development of the Arctic region
SS.X/3	Medium-term strategy for the period 2010-2013
23/11	Gender equality in the field of the environment
24/6	Small island developing States
25/1	Implementation of decision SS.VII/1 on international environmental governance
25/9	South-South cooperation in achieving sustainable development
25/16	Support to Africa in environmental management and protection
26/9	Proposed biennial programme of work and budget for 2012-2013

Subprogramme 1
Climate change

General Assembly resolutions

61/199	International cooperation to reduce the impact of the El Niño phenomenon
66/200	Protection of global climate for present and future generations of humankind
66/206	Promotion of new and renewable sources of energy

Governing Council decisions

22/3	Climate and atmosphere
	I: Adaptation to climate change
	II: Intergovernmental Panel on Climate Change
23/1	Bali Strategic Plan for Technology Support and Capacity-building

Subprogramme 2
Disasters and conflicts

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/217	Natural disasters and vulnerability

65/131	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
66/31	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
66/119	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
66/199	International Strategy for Disaster Reduction
66/227	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Governing Council decisions

23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster
23/11	Gender equality in the field of the environment
25/12	Environmental situation in the Gaza Strip
26/15	Strengthening international cooperation on the environmental aspects of emergency response and preparedness

Subprogramme 3
Ecosystem management

General Assembly resolutions

64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
65/155	Towards the sustainable development of the Caribbean Sea for the present and future generations
66/68	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
66/205	Sustainable mountain development
66/231	Oceans and the law of the sea

Governing Council decisions

24/16	Updated water policy and strategy of the United Nations Environment Programme
	A: Freshwater
	B: Coasts, oceans and islands
25/10	Intergovernmental science-policy platform on biodiversity and ecosystem services

Subprogramme 4
Environmental governance

General Assembly resolutions

64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/202	Convention on Biological Diversity

Governing Council decisions

SS.VII/1	International environmental governance
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	I: Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme
	II: Strengthening the scientific base of the United Nations Environment Programme
	V: Multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system and the Environmental Management Group
SS.X/5	Global Environment Outlook: environment for development
23/6	Keeping the world environmental situation under review

24/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Strengthening the scientific base of the United Nations Environment Programme
	V: Issues related to multilateral environmental agreements
	VI: Enhanced coordination across the United Nations system, including the Environmental Management Group
24/11	Intensified environmental education for achieving sustainable development
25/2	World environmental situation
25/11	Fourth Programme for the Development and Periodic Review of Environmental Law

Subprogramme 5
Chemicals and waste

Governing Council decisions

SS.IX/1	Strategic approach to international chemicals management
SS.X/1	Chemicals management, including mercury and waste management
22/4	Chemicals
	I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
	II: Stockholm Convention on Persistent Organic Pollutants
23/9	Chemicals management
	I: Cooperation between the United Nations Environment Programme, relevant multilateral environmental agreements and other organizations
24/4	Prevention of illegal international trade
25/5	Chemicals management, including mercury
25/8	Waste management
26/3	Chemicals and wastes management
26/7	Consultative process on financing options for chemicals and wastes
26/12	Enhancing cooperation and coordination within the chemicals and wastes cluster

Subprogramme 6
Resource efficiency

General Assembly resolutions

66/185	International trade and development
67/203	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development

Governing Council decisions

26/5	Ten-year framework of programmes on sustainable consumption and production
SS.XII/7	Work by the United Nations Environment Programme on sustainable consumption and production

Subprogramme 7
Environment under review

General Assembly resolutions

66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session

Programme 12
Human settlements

73. In its resolution 23/11, the Governing Council of the United Nations Human Settlements Programme (UN-Habitat) requested that the biennial programme plan and work programme and budget for 2014-2015 be derived from the six-year strategic plan for 2014-2019. The development of the six-year strategic plan for 2014-2019 was completed in October 2012. At its twenty-fourth session in April 2013, the Governing Council approved the strategic plan for 2014-2019 which will be implemented incrementally, through three successive biennial programme plans and work programmes and budgets. The proposed biennial programme plan for the period 2014-2015 for programme 12, Human settlements, has been revised to align it with the six-year strategic plan.

74. Revisions have been made to paragraphs 12.4, 12.7, 12.17, 12.18 and 12.19 under the overall orientation of programme 12 of the biennial programme plan and priorities for the period 2014-2015 (A/67/6/Rev.1), including the insertion of new paragraphs. The revisions also impact upon subprogrammes 1 to 7.

Overall orientation

75. The following seven substantive thematic subprogrammes are aligned with the new structure, and their results are delivered by seven different thematic branches, jointly with regional offices and the Project Office:

(a) Subprogramme 1: urban legislation, land and governance;

(b) Subprogramme 2: urban planning and design;

(c) Subprogramme 3: urban economy;

(d) Subprogramme 4: urban basic services;

(e) Subprogramme 5: housing and slum upgrading;

(f) Subprogramme 6: risk reduction and rehabilitation;

(g) Subprogramme 7: research and capacity development.

76. Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater. Between one third and one half of the solid waste generated within most cities in low-income and middle-income countries is not collected. Worldwide, 2.5 billion people lack basic sanitation and 1.2 billion lack access to safe drinking water. Although the Millennium Development Goals target on drinking water has been achieved, the progress has been uneven, with only 61 per cent of the people in sub-Saharan Africa having access to improved water supply sources compared with 90 per cent or more in Latin America and the Caribbean, northern Africa and large parts of Asia.

77. Under subprogramme 7, Research and capacity development, UN-Habitat will monitor the slum-related target of the Millennium Development Goals and, in general, the Habitat Agenda. The *World's Cities Report* will report the results of global monitoring and assessment work to Governments and Habitat Agenda partners. UN-Habitat will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge and the establishment of urban platforms, the urban observatories that collect and analyse data on indicators. Information and knowledge on best practices and lessons learned in terms of policies, programmes and institutional arrangements that are fit-for-purpose for different urban contexts and urban services delivery systems will be collected and disseminated as part of an agency-wide cross-cutting activity. Data will be collected from programmes implemented by the agency and by Habitat Agenda partners. Such knowledge will be used to inform the design of new programmes by the agency and/or partners, as well as in capacity development and advisory services. Also at the country level, the subprogramme will provide expertise in developing institutional and individual capacities to ensure that the delivery of evidence-based policies and programmes benefits urban stakeholders.

78. The six-year strategic plan of UN-Habitat is implemented through the biennial work programmes and resources funded from the regular budget and extrabudgetary resources. All technical cooperation work undertaken by UN-Habitat is fully aligned to and contributes to the planned results or expected accomplishments of the

approved biennial work programme. UN-Habitat has put in place mechanisms to strengthen the linkage of all programmes and projects undertaken in the field with the approved work programme and resources funded through regular budget and extrabudgetary resources. Senior managers and the programme advisory group are accountable for ensuring that there is clear programmatic alignment to planned results and outputs.

79. The delivery of the UN-Habitat work programme at the regional and country levels is led by the regional offices, taking into account national priorities highlighted by the country programme documents and national urban policies developed under the guidance of UN-Habitat. Regional offices will operate, where possible, within the United Nations Development Assistance Framework to deliver as one with other agencies of the United Nations system. To ensure that the normative work of UN-Habitat is mainstreamed into technical cooperation activities, relevant thematic branches take an active role in conceptual development, planning, implementation, and evaluation of technical cooperation field projects. Lessons learned from country programmes are also integrated into updated policies and strategies.

80. In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, and to ensure that women participate in and benefit from UN-Habitat normative and operational programmes, UN-Habitat will assess the gender implications of all planned programmes and work with the Gender Advisory Group to enhance gender-sensitive interventions and policies that support women. The efforts of UN-Habitat in promoting women's access to shelter will continue to be strengthened, in line with the 2005 World Summit Outcome.

81. Special attention will also be given to other cross-cutting issues such as youth, human rights, partnerships and climate change. All cross-cutting issues will be mainstreamed throughout the seven subprogrammes, ensuring that all policies, knowledge management tools and operational activities, incorporate these issues in their design and implementation. Work on the cross-cutting issues will follow a two-track approach consisting of mainstreaming and issue-specific projects. Mainstreaming of cross-cutting issues will ensure that they are integrated into the work of all focus areas, both conceptually and in operational projects. Issue-specific projects will seek to fill identified gaps in the field and will be located in the appropriate subprogramme. Specific normative and operational projects will be located in the most appropriate subprogramme, depending on their substantive content.

82. Therefore, the Project Office will be responsible for mainstreaming cross-cutting issues across all seven subprogrammes and for the overall coordination of the project portfolio by supporting implementation of the project management cycle from project strategy, resources, formulation, approval and implementation to monitoring. It will strengthen the project development and management processes and ensure efficient and effective implementation of the project management cycle as well as increase the impact of UN-Habitat interventions at the regional, national and local levels.

83. The Project Advisory Group, an in-house peer review mechanism, will ensure that cross-cutting issues are consistently incorporated in all projects at the design stage, during implementation and at completion. This is done systematically for all project documents. Environmental issues considered include ecological impacts,

necessary safeguards to prevent negative environmental and social impacts as well as how the ecological environment will be preserved during and after the project. Gender issues focus on the inclusion and participation of women in project implementation, including how the project will improve their status and gender equality and the benefits they derive from the project, as well as resources set aside for gender issues by the project. Human rights issues considered include safeguards that the project puts in place to ensure that human rights are not violated during implementation of the project (e.g. through evictions and discrimination), and that indicators are put in place to monitor human rights progress.

84. While each branch will lead the implementation of its corresponding subprogramme, all branches will work closely and collaborate in implementing planned activities.

85. During the period, UN-Habitat will evaluate a significantly higher proportion of projects and programmes. The programme of work will also incorporate lessons learned, best practices and the conclusions and recommendations of the sessions of the World Urban Forum. Special efforts will be made to promote North-South and South-South cooperation and exchange of experiences, as well as triangular cooperation.

86. In executing its programme of work, UN-Habitat will cooperate and collaborate with other United Nations organizations to deliver its planned global results. It will work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, UN-Habitat national forums, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy. The biennial World Urban Forum to be held in 2014 and the World Urban Campaign launched in March 2010 are among the mechanisms for global advocacy on human settlement issues and for cooperation with Governments and Habitat Agenda partners.

Subprogramme 1
Urban legislation, land and governance

Objective of the Organization: To increase access to urban land, the adoption of enabling urban legislation and the establishment of decentralized governance to foster equitable sustainable urban development, including urban safety

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement enabling legislation for improving urban extension, densification, urban planning and finance	(a) Number of consultative legal reform processes to improve urban extension, densification, urban planning and finance
(b) Increased capacity of local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for vulnerable groups, including women, youth, indigenous people and minorities	(b) Number of programmes to improve security of tenure for the vulnerable groups, including women, youth, indigenous people and minorities, implemented by partner local and national governments and other Habitat Agenda partners

(c) Local and national governments and other Habitat Agenda partners improve policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	(c) (i) Number of partner local and national authorities and other Habitat Agenda partners that have adopted the guidelines on decentralization and access to basic services for all (ii) Number of partner local and national authorities that have adopted local crime prevention strategies

Strategy

87. The first paragraph of the approved strategy has been revised with the insertion of a new second sentence, which reads:

> Subprogramme 1 is aligned with focus area 1 of the six-year strategic plan for the period 2014-2019, which will be implemented jointly by the Urban Legislation, Land and Governance Branch, UN-Habitat regional offices and the Project Office.

Subprogramme 2
Urban planning and design

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change, at the city, regional and national levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved national urban policies and spatial frameworks for compact, integrated and connected cities adopted by partner metropolitan, regional and national authorities	(a) Number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected cities
(b) Improved policies, plans and designs for compact, integrated and connected cities and neighbourhoods adopted by partner cities	(b) Number of partner cities, that have adopted policies, plans and designs for compact, integrated and connected cities and neighbourhoods
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	(c) Number of partner city, regional and national authorities that have adopted policies, plans and strategies that contribute to climate change mitigation and adaptation

Strategy

88. Responsibility for the subprogramme is vested in the Urban Planning and Design Branch. Subprogramme 2 is aligned with focus area 2 of the six-year strategic plan 2014-2019, which will be implemented jointly by the Urban Planning

and Design Branch, all UN-Habitat regional offices and the Project Office. The strategy for achieving the planned results is informed by evidence-based best practice and lessons learned from experience. The strategy for implementing the programme of work is as follows:

(a) Developing at the regional and global levels, a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at various scales, including the slum and neighbourhood, city, regional, national and supra-national scales;

(b) Making such approaches, guidelines and tools available to city, subnational and national governments;

(c) Ensuring that urban plans and designs are accompanied by effective implementation mechanisms, in consultation with all relevant sectors and actors;

(d) Performing a catalytic role by reinforcing existing partnerships, and establishing new strategic partnerships with agencies of the United Nations system and with non-governmental organizations, educational establishments, scientific institutions and professional bodies that have the collective financial resources, infrastructure and expertise to work with the subprogramme.

Subprogramme 3
Urban economy

Objective of the Organization: To improve urban strategies and policies that are supportive of inclusive economic development, creation of decent jobs and livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(a) (i) Number of partner cities that prepared local economic development plans (ii) Number of partner cities that set priorities based on local economic assessment
(b) Improved capacity of targeted cities to adopt urban policies and programmes supportive of increased employment opportunities and livelihoods, with a focus on urban youth and women	(b) Number of partner cities that have adopted programmes supportive of increased employment opportunities and livelihoods, with a focus on urban youth and women
(c) Improved capacity of partner cities to adopt policies, plans and strategies for improved urban and municipal finance	(c) Number of partner cities that have adopted programmes and strategies for improved urban and municipal finance

Strategy

89. The first paragraph of the approved strategy has been revised with the insertion of a new second sentence, which reads:

> The subprogramme is aligned with focus area 3 of the six-year strategic plan for the period 2014-2019, which will be implemented jointly by the Urban Economy Branch, all UN-Habitat regional offices and the Project Office.

Subprogramme 4
Urban basic services

Objective of the Organization: To increase equitable access to urban basic services and improve the standard of living of the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by local, regional and national authorities	(a) Increased number of partner local, regional and national authorities implementing policies and international guidelines on decentralization and access to basic services for all
(b) Increased flow of investments into urban basic services catalysed by UN-Habitat programmes in partner countries with a focus on the urban poor	(b) Amount of investments into urban basic services catalysed by UN-Habitat programmes in partner countries
(c) Increased use of sustainable urban basic services in partner cities	(c) (i) Percentage of consumers in partner cities with access to sustainable water and sanitation services (ii) Percentage of households in partner cities using sustainable energy supply (iii) Percentage of population in partner cities using sustainable modes of transport

Strategy

90. The first paragraph of the approved strategy has been revised to read:

> Substantive responsibility for this subprogramme is vested within the Urban Basic Services branch. Subprogramme 4 is aligned with focus area 4 of the six-year strategic plan for the period 2014-2019, which will be implemented jointly by the Urban Basic Services Branch, all UN-Habitat regional offices and the Project Office. A key focus of the subprogramme is the strengthening of policies and institutional frameworks for increasing equitable access to urban basic services and improving the standard of living of the urban poor. Policy and technical assistance will be provided to partner cities and regional and national authorities to: (a) rehabilitate and expand urban infrastructure and services to keep pace with growing demand; (b) ensure

institutional efficiency and effectiveness in service provision; and (c) provide adequate levels of service for the urban poor. The subprogramme will take into account the needs and priorities of women, men and vulnerable groups in decision-making and the implementation of projects, and will address gender imbalances and inequalities in the provision of sustainable water and sanitation, urban infrastructure, energy, transport and waste management. The strategies for achieving the results in the four programmatic clusters of urban mobility, urban energy, water and sanitation and urban waste management will be as follows:

Subprogramme 5
Housing and slum upgrading

Objective of the Organization: To increase access to adequate housing, improve the standard of living in existing slums and curb the growth of new slums in an inclusive manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Global Housing Strategy for inclusive housing, slum upgrading and slum prevention formulated	(a) (i) Number of local, regional, national and supranational authorities and partners that have joined the Global Housing Strategy (ii) Number of partner countries that are working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, particularly the reduction of unlawful forced evictions (iii) Number of countries that are implementing sustainable building codes and regulations
(b) National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are formulated and implemented	(b) (i) Number of national housing, slum upgrading and prevention strategies and programmes aligned to the Global Housing Strategy vision and principles formulated and implemented (ii) Increased number of partner national authorities commencing the implementation of slum upgrading programmes
(c) National housing, slum upgrading and prevention strategies and programmes integrating the Global Housing Strategy vision and principles are mainstreamed and implemented at the city and community levels	(c) Number of city and community development plans formulated and implemented on the basis of the national housing, slum upgrading and prevention strategies and programmes

Strategy

91. Responsibility for implementing subprogramme 5 is vested in the Housing and Slum Upgrading Branch. The subprogramme is aligned with focus area 5 of the six-year strategic plan for the period 2014-2019, which will be implemented by the Housing and Slum Upgrading Branch in collaboration with other branches as appropriate, UN-Habitat regional offices and the Project Office. The subprogramme will make a substantive and progressive contribution to the achievement of the objectives outlined in the Millennium Declaration and the Johannesburg Plan of Implementation, targeting slums. The strategy for implementing the work programme is based on a twin-track approach that focuses on improving the supply and affordability of serviced land and new housing opportunities at a scale that will both curb the growth of existing slums and the creation of new ones, while also implementing city-wide and national slum-upgrading programmes to improve housing conditions and the quality of living conditions in existing slums. In summary, the strategy, through the formulation of the Global Housing Strategy to the Year 2025 and its implementation, will comprise the following elements:

(a) Evaluation of the results of the Global Strategy for Shelter to the Year 2000, to understand both its achievements and failures through the analysis of case studies and the identification of best practice, innovative approaches and modalities built on lessons learned;

(b) Development and implementation of a global housing strategy, as called for in Governing Council resolution 23/16, through a participatory process, including regional and national housing policy dialogues targeting improvements in adequate housing delivery and the living conditions of slum dwellers. The global housing strategy represents a paradigm shift in housing policy and practice, which includes the adoption of evidence-based, well-informed and results-based policies. Innovations in implementation will include crowd-sourcing, crowd-funding and the fostering of unprecedented large-scale partnerships by means of the social and professional media, including efforts to enhance the role of the academic sector in serving communities and to enlist the services of professionals in volunteering and the private sector in contributing through corporate responsibility modalities. Such innovations will increase the scale of activities and of outreach, participation and inclusiveness, while reducing costs and the environmental footprint;

(c) Provision of support to local and national authorities in their efforts to develop housing strategies based on the principles and guidelines provided by the global housing strategy. This will be achieved through the promotion of increased access to adequate housing, slum upgrading and prevention, and community development through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the local, regional and global levels; and operational implementation support. Guidance will be developed to support partners in interacting and working in a concerted way to implement their mandates and roles; capacity to support this will be developed through dedicated strategies and programmes, including human resources, tool development, resource and organizational development, and institutional strengthening components;

(d) Enhancement of opportunities to achieve a perceptible impact at the country level by catalysing the concerted efforts of key actors, including local and national governments, civil society, universities, the private sector, the media, international stakeholders and others by encouraging the establishment of national

Habitat committees (see General Assembly resolution 62/198) to act as national focal points in urban and housing development, slum improvement and prevention, and community development.

Subprogramme 6
Risk reduction and rehabilitation

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and to undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	(a) Number of local, regional and national governments and partners that have included urban risk reduction and management in their plans
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	(b) (i) Percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction (ii) Percentage of UN-Habitat emergency interventions integrating long-term development and risk reduction
(c) Shelter rehabilitation programmes in crisis responses have contributed to sustainable and resilient cities and other human settlements	(c) (i) Percentage of shelter rehabilitation programmes of partners contributing to disaster-resilient permanent housing (ii) Percentage of shelter rehabilitation programmes of UN-Habitat contributing to disaster-resilient permanent housing

Strategy

92. The first paragraph of the approved strategy has been revised to read:

> Responsibility for subprogramme 6 rests with the Risk Reduction and Rehabilitation Branch, which leads activities related to urban risk reduction, emergency and early recovery. The subprogramme is aligned with focus area 6 of the strategic plan for the period 2014-2019, which will be implemented jointly by the Risk Reduction and Rehabilitation Branch, UN-Habitat regional offices and the Project Office. The subprogramme will provide substantive support and monitor the projects under its responsibility, including the knowledge management activities of its substantive themes. The strategy for implementing the subprogramme will be to:

Subprogramme 7
Research and capacity development

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the national, local and global levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring of urban conditions and trends	(a) (i) Number of urban observatories using UN-Habitat monitoring tools, methods and data
	(ii) Number of partner national statistical offices producing urban data and indicators
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels	(b) (i) Number of local and national governments that have used UN-Habitat flagship publications and best practices database for policy formulation
	(ii) Number of partner countries producing national cities reports to enhance local and national policy planning
(c) Improved capacity of national and local authorities and partners to formulate and implement informed policies and programmes	(c) (i) Number of partner local and national authorities that have improved capacity to formulate informed policies and programmes
	(ii) Increased number of policies and programmes utilizing evidence-based information

Strategy

93. The first paragraph of the approved strategy has been revised to read:

> Substantive responsibility for subprogramme 7 is vested with the Research and Capacity Development Branch. The subprogramme is aligned with focus area 7 of the strategic plan for the period 2014-2019, which will be implemented jointly by the Research and Capacity Development Branch, all UN-Habitat regional offices and the Project Office. The strategy of the subprogramme is to collect, synthesize and translate data into knowledge that subsequently supports the formulation of more informed policies through capacity development. More specifically, the subprogramme will:

Legislative mandates

94. The following is added to the list of legislative mandates:

Economic and Social Council resolutions

2012/24 Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Programme 15
Economic and social development in Africa

95. A number of developments at the global and regional levels have necessitated a revision of the programme plan for the period 2014-2015. Key among these are the outcomes of the 2012 United Nations Conference on Sustainable Development and the consultations on a post-2015 development agenda. At the regional level, new leadership at the African Union Commission, coupled with the prospects of an emergent Africa, has made it necessary for the Economic Commission for Africa (ECA) to reposition and recalibrate itself to ensure that it responds to the evolving needs and demands of its member States in a rapidly changing global environment. The mandate for these changes was recently provided in resolution 908 (XLVI), adopted by the Commission at its forty-sixth session, held in Abidjan on 25 and 26 March 2013 as part of the sixth joint annual meeting of the African Union Conference of Ministers of Economy and Finance and the ECA Conference of African Ministers of Finance, Planning and Economic Development. In addition, the Assembly of Heads of State and Government of the African Union, in a decision adopted at its twentieth ordinary summit in January 2013, endorsed the refocusing of ECA to support the transformation agenda of Africa (Assembly/AU/Dec.450 (XX)).

96. Revisions to the biennial programme plan for the period 2014-2015 take into account such decisions. It is proposed that the overall ECA programme of work should be organized around nine interdependent and complementary subprogrammes, which respond to the substantive priorities of member States, as reflected in the New Partnership for Africa's Development (NEPAD) programme: 1, Macroeconomic policy; 2, Regional integration and trade; 3, Innovations, technologies and management of Africa's natural resources; 4, Statistics; 5, Capacity development; 6, Gender and women in development; 7, Subregional activities for development; 8, Development planning and administration; and 9, Social development policy.

Overall orientation

97. The overall objective of the programme is to assist African countries in formulating and implementing policies and programmes that will lead to sustainable economic growth and inclusive development, with particular emphasis on accelerating structural transformation, in line with the priorities of NEPAD, as well as the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, and in the outcomes of other major United Nations conferences and international agreements since 1992.

98. The mandate for the programme derives from Economic and Social Council resolution 671A (XXV), by which the Council established ECA. This mandate has been further elaborated in a number of General Assembly and Economic and Social Council resolutions, as well as in Commission resolutions 718 (XXVI), 726 (XXVII), 779 (XXIX), 809 (XXXI) and 844 (XXXIX). Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including the 2005 World Summit Outcome and the 2012 United Nations Conference on Sustainable Development, and the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

99. Africa has made remarkable progress in advancing economic and social development in recent years. For eight years prior to the financial and economic crisis, real gross domestic product grew consistently at an average rate of 5 per cent per annum, making the continent one of the fastest growing regions of the world. The continent's swift and relatively strong recovery from the global financial and economic crises, coupled with the progress made on the social and political fronts, is driving a new spirit of optimism about Africa's prospects and potentials. There is hope that strong growth rates will translate into jobs, incomes and irreversible human development gains. Africa's enormous wealth will be used to foster equitable and inclusive growth and generate opportunities for all. Economic transformation and social progress will drive further improvements in democratic governance and accountability as the middle class grows and demands more of Africa's leaders and service providers.

100. Real gains have been made and Africa has an unprecedented opportunity for sustained economic growth, shared prosperity and poverty reduction. However, a number of important challenges remain and must be urgently addressed if Africa is to achieve much-needed structural transformation and diversification and translate high growth into meaningful poverty reduction. These include achieving higher, sustained and equitable growth; investment in human development, including improving access to education, health and infrastructure; employment creation; boosting agriculture and food security; speeding up the pace of regional integration; promoting trade, including intra-African trade; and enhancing State and institutional capacities for improved economic management. Ensuring gender equality and building national statistical capacity should also remain a top priority. Resource mobilization is a critical cross-cutting challenge that must be addressed if Africa is to make progress in these areas.

101. Africa continues to make steady progress towards internationally agreed goals, including the Millennium Development Goals. The continent is on track to achieve universal primary education (Goal 2) and gender equality and women empowerment (Goal 3). Enrolment in primary schools is up from 64 per cent in 2000 to 87 per cent in 2010. Women across Africa are becoming more empowered, with more girls attending both primary and secondary school, and more women in positions of political power. Even though most African countries are unlikely to achieve the health targets of the Millennium Development Goals, the rate of progress has accelerated in recent years. For instance, mortality rates for children under five years of age declined by almost 40 per cent between 1990 and 2011. HIV/AIDS prevalence rates fell from 5.9 to 4.9 per cent between 2001 and 2011. Maternal mortality improved by 42 per cent between 1990 and 2010. Poverty is also on the decline, falling below 50 per cent in 2008 (to 47.5 per cent) for the first time. The

absolute number of poor people also declined for the first time in 2008. Increased growth rates, underpinned largely by the oil and primary commodity exports sectors, have played a role in the decline in poverty. With the Millennium Development Goals target date of 2015 fast approaching, much needs to be done to accelerate the pace of progress in achieving the Goals and to minimize inequalities in access to vital social services without compromising the quality of such services. Invariably, the post-2015 agenda must reorient the development paradigm towards a sustainable and inclusive pathway. For Africa, the overarching priority is for a transformative agenda that promotes sustainable and inclusive growth that is underpinned by human development, technological adaptation and innovation and facilitated by an enabling internal and global environment.

102. The overriding policy challenge facing the continent, therefore, is to sustain the current positive trends to drive inclusive, broad-based growth and development to achieve structural transformation. Sustaining these trends will depend critically on a favourable international environment that supports Africa's special needs — particularly in regard to climate change, international trade and enhancing the continent's voice in key global decision-making forums and processes.

103. In line with its mandate and in response to growing demand from member States for its services, ECA has taken steps to reposition itself and refocus its programmes so as to make them more responsive to the transformative agenda of the continent. Following extensive consultations with a wide range of stakeholders, which included senior policymakers of the member States, a comprehensive internal review of the programme of work and priorities was undertaken, which resulted in a revised strategic direction for its work, involving changes to its programmes, organizational structure, management and administrative processes. In this regard, it is proposed that the overall ECA programme of work be organized around the above-mentioned nine interdependent and complementary subprogrammes, which respond to the substantive priorities of member States.

104. The nine subprogrammes, which are a reconfiguration of the former subprogrammes, are aimed at allowing ECA to specialize and focus on areas of comparative advantages in economic and social development. Through specialization, the work of ECA would not duplicate activities that are better undertaken elsewhere, including in the African Union or the specialized agencies. Another important consideration relates to clustering issues from the perspective of their potential contribution to regional integration. The new strategic direction will also ensure adequate emphasis on supporting African countries to overcome identified gaps in planning, statistics and contract negotiations, and helping them to adjust to mega-trends, such as urbanization, shifting demographics and challenges of environmental sustainability. Linked to this is the need to place more emphasis on social development in accordance with ECA original mandate, while avoiding duplication of the social programmes of specialized agencies.

105. *Macroeconomic policy*. The subprogramme on macroeconomic policy will focus on conducting research and normative work to support African member States in transforming their economies from low-income to middle-income status. The subprogramme will also conduct applied research with the outcomes used to provide sound macroeconomic policy to member States to achieve high-level and sustainable growth, employment creation and poverty reduction. In refocusing the work of ECA with view to avoiding duplication, and concentrating on the

comparative advantage of the Commission, the subprogramme would also focus on economic governance. By bringing the work of governance from the former subprogramme 3, ECA will use its comparative advantage to undertake work in areas of economic governance, including contract negotiation of the extractive industries, regulation of markets, and policies to prevent rent-seeking activities.

106. *Regional integration and trade*. The subprogramme on regional integration and trade will place emphasis on the central role of regional integration in African development by promoting the nexus among trade, industry, agriculture, land, infrastructure and investment, and providing support to African countries to boost intra-Africa trade and participate effectively in international trade. The focus of the subprogramme will be on conducting analytical research in the areas of: (a) industrialization and infrastructure; (b) investment; (c) food security, agriculture and land; and (d) trade. The research will focus on regional approaches to tackling the challenges in these areas so as to promote regional integration as a strategy for economic development. In this regard, the frameworks of the Action Plan for the Accelerated Industrial Development of Africa, the African Agribusiness and Agro-industries Development Initiative, the Programme for Infrastructure Development in Africa and the Comprehensive Africa Agriculture Development Programme will guide the subprogramme in undertaking research on how the economies of African countries could be transformed from the current low-income to middle-income levels.

107. *Innovations, technologies and management of Africa's natural resources*. The subprogramme on innovations, technologies and management of Africa's natural resources is aimed at undertaking research and analytical work on the use of innovations and technological systems as an engine of economic growth. The subprogramme will continue to support gender-sensitive strategies for building and sustaining Africa's digital economy and creating an enabling environment for the knowledge economy through evidence-based research that assists African countries to formulate, implement and evaluate information and communications technology and science and technology policies and strategies. Within the framework of NEPAD priorities, the subprogramme will promote the mainstreaming of technology and innovations into national and subregional development policies and str egies. It will work closely with other subprogrammes, particularly subprogramme 1, in implementing the outcomes of the 2012 United Nations Conference on Sustainable Develop ent, including: supporting countries in the establishment of sustainable developi ent goals; financing sustainable development in Africa; development, transfer and deployment of technology; and capacity-building and institutional strengthening for sustainable development in Africa. New emphasis will be placed on cross-sectoral issues and intersectoral linkages. In line with the role assigned to the regional commissions at the Conference, a systematic effort will be made by this subprogramme, in close collaboration with the other subprogrammes, to further integrate the three dimensions of sustainable development into the ECA work programme. In addition to this core approach, the biennial event on sustainable development, the Africa regional implementation meeting, will be upgraded to a high-level political forum on sustainable development at the regional level, which will address issues calling for joint consideration of economic, social and environmental aspects, and provide an opportunity for region-wide policy dialogue among policymakers and other actors from the three constituencies. Lastly, the subprogramme will focus on research and analytical work on mineral resources

development and a green economy, and on strengthening the capacity of African countries to participate more effectively in international climate negotiations.

108. *Statistics*. The subprogramme on statistics has been enhanced to strengthen the ability of African countries to formulate sound evidence-based policies. It will increase the use of modern technology to collect, compile and use quality, comparable and harmonized statistics to: (a) monitor progress towards the achievement of set development objectives, including internationally agreed goals, such as the Millennium Development Goals; and (b) support regional integration, including harmonization of methods for censuses, surveys, national accounts, economic classifications, and development indicators, in compliance with international methodologies. The subprogramme will increase its support to African countries to improve their statistical operations, including conducting censuses and surveys and making the data and information products available to users promptly. Special attention will be given to the efficient use of administrative data such as civil registration and vital statistics, which are necessary for producing gender-disaggregated and gender-responsive statistics, evidence-based service delivery procedures, and monitoring and reporting of progress towards the achievement of internationally agreed development goals. The subprogramme will also continue its role in the implementation of the African Statistics Charter, designed by the African Union Commission, and the Strategy for the Harmonization of Statistics in Africa. With a view to improving the quality of data, the subprogramme will work with National Statistical Offices to implement modern data-collection practices using hand-held devices and other modern information and communications technology-based tools and methodologies.

109. *Capacity development*. The subprogramme on capacity development will play a vital role in ensuring that the key policy findings in ECA research are used to support policy implementation at the national, subregional and continental levels. It will do so by strengthening the capacity of member States, the regional economic communities and the African Union to implement their development priorities. Unlike programme 9, which focuses on advocacy for United Nations support for NEPAD, this subprogramme is geared towards strengthening the capacity of the African Union and its organs, including the African Union Commission, the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism and the regional economic communities, in deepening and advancing the African Union's agenda of continental integration. The strategy will also focus on strengthening the capacities of African countries and their development organization in formulating and implementing appropriate policies and programmes for achieving the internationally agreed development goals. In collaboration with the subregional offices of ECA, the subprogramme will jointly undertake multi-year programmes and activities with the regional economic communities. The subprogramme will also scale up its assistance to member States in the implementation of the African Peer Review Mechanism, particularly in building and maintaining a credible database on relevant information as well as supporting the governance architecture of the African Union.

110. *Gender and women in development*. The research and analytical work of the subprogramme on gender and women in development will focus on gender inequality and persisting gender gaps and their challenges to development in Africa. It will also address the systemic sociocultural barriers and their impact in limiting the capacity of member States to put in place legislative, policy, and institutional

changes that promote gender equality and women's empowerment. The subprogramme will enhance its work on ending violence against women and support the efforts of member States to mainstream gender and development into national programmes. Partnership with the subprogramme on statistics will be strengthened to collect and collate gender statistics to determine the impact of programmes on gender equality and women's empowerment. The work of the subprogramme will also address the gender dimensions of trade and climate change.

111. *Subregional activities for development.* The subprogramme on subregional activities for development will be delivered through the five subregions of Central, East, North, South and West Africa. It will strengthen the capacity of member States to formulate evidence-based plans and policies in the respective subregions through the production and dissemination of quality and timely statistics to produce, on a periodic basis, country profiles and risk analyses that will inform policy and decision-making. The subprogramme will also promote the design and implementation of subregional development initiatives. Hence, it will be enhanced to focus on data collection, production of country risk and political profiles, and special initiatives.

112. *Development planning and administration.* The subprogramme on development planning and administration will be the focus for training activities to improve public sector management with particular regard to economic policy formulation, analysis, implementation, monitoring and evaluation. It will also be used to improve and strengthen national visioning and development planning in member States.

113. *Social development policy.* The subprogramme on social development policy has been enhanced to mainstream human development and concerns, such as employment, population, social protection and youth issues, into regional and national policies and strategies. Activities in these vital areas will be complemented by promoting a better understanding of the delivery of social services in the context of urban planning and management. The subprogramme will undertake work on accelerating the process of achieving the goals set out in the United Nations Millennium Declaration and the outcome document of the United Nations Conference on Sustainable Development. In addition, it will undertake work on population movements, including internal and international migration, population displacements and redistribution, and their linkages to economic and social development, as well as the opportunities and challenges of urbanization.

114. The modalities for implementation will include a combination of policy research to generate knowledge, advocacy and consensus-building, advisory services and technical cooperation. ECA will deliver these services through economic and social analyses and the preparation of reports to monitor and track the progress of Africa on global and regional commitments; formulation of policy recommendations, guidelines and standards to support policy dialogue; organization of policy dialogue to facilitate consensus-building and adoption of common regional positions on key issues; and provision of technical assistance and capacity-building in the form of advisory services and training to disseminate best practices. It will continue to ensure the high quality and impact of its outputs by strengthening its quality assurance processes.

115. As part of the implementation strategy, the research and analytical work of ECA will be sharpened and aimed at producing analyses that are more policy- and

issue-oriented, to offer a good basis for policy dialogue among member States. The analyses will be supported by reliable statistics on African countries — a revamped area of work which will consist of selecting and gathering primary data for indicators relating to all aspects of the work of ECA to be made available to end users. This will result in the introduction of country profiles and risk analyses on the political, economic, social and environmental conditions of African countries, a new recurrent publication to be prepared by the subregional offices.

116. Policy dialogue and exchange of country experiences will be strengthened in all of the subprogrammes. A major objective will be to foster policy dialogue among member States through the Conference of Ministers and other conferences and seminars in order to distil policy best practices for wider replication in the region. Furthermore, new activities corresponding to issues emerging from recent global and regional conferences will be undertaken in such areas as natural resources development and management, promoting sustainable energy, promoting green economy policies, industrialization and urbanization.

117. With a view to responding to the enhanced role of the regional commissions resulting from the new mandate on the quadrennial comprehensive policy review, capacity-development and technical assistance will be streamlined and will focus on the specific needs and priorities of Africa's least developed, landlocked and island developing countries, as well as countries emerging from conflict or natural disasters. A coherent strategy for identifying the needs of these countries and to determine activities responding thereto will be adopted to increase those countries' chances of graduating to middle-income status. Technical assistance will be demand-driven, results-oriented and evaluated. It will be provided for both individual countries and groups of countries. An improved strategy and mechanism will be put in place for prioritizing technical assistance for the biennium 2014-2015.

118. In implementing the programme, ECA will leverage its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To this end, it will continue to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. ECA will also continue to build on its existing partnerships with the African Union, the African Development Bank (AfDB) and other regional organizations, as well as with African civil society and private sector organizations. In addition, ECA will strengthen its collaboration with the NEPAD Planning and Coordinating Agency, as a technical body of the African Union, to strengthen its capacity to implement its programmes within the context of the Ten-Year Capacity Building Programme for the African Union. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the regional consultation mechanism convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels. In addition, it will work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development. At the national level, ECA will work closely with the United Nations resident coordinator system to exploit the inherent strengths of the funds and programmes at that level.

119. To address gender disparities in development, the programme plan for 2014-2015 emphasizes the mainstreaming of gender into national development policies and strategies. To this end, the full implementation of the Beijing Declaration and Platform for Action will remain a major area of focus. ECA will actively promote the mainstreaming of a gender perspective into the design, implementation, monitoring and evaluation of policies and programmes in the political, economic and social spheres. A gender perspective has also been integrated into the expected accomplishments of all nine subprogrammes.

120. Other key features of the restructuring include the realignment of activities, both within and across subprogrammes, to ensure coherence and complementarities in the programme. The new programme structure is designed to promote convergence by clustering together closely related thematic issues or priorities for better synergies and effective programme delivery. Similarly, the intergovernmental machinery will be revised to ensure that the subsidiary bodies are congruent with the new programme priorities and structure. In this regard, the following intergovernmental machinery of the Commission will be maintained: (a) Conference of African Ministers of Finance, Planning and Economic Development and its Committee of Experts; (b) Intergovernmental Committee of Experts of ECA subregional offices; (c) Committee on Gender and Social Development; (d) Committee on Sustainable Development; (e) Committee on Regional Cooperation and Integration; and (f) Committee on Statistics.

Subprogramme 1
Macroeconomic policy

Objective of the Organization: To promote policies, strategies and programmes for sustainable growth and economic development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of member States to design sound economic policies and national development strategies and plans	(a) Increased number of countries using ECA economic forecasting models in macroeconomic management and national development plans
(b) Increased capacity of member States to promote private sector development and mobilize domestic and external resources for development	(b) (i) Increased number of member States that have developed mechanisms for increased mobilization of domestic and/or external resources as a result of ECA research and advocacy work (ii) Increased number of member States using ECA research and advocacy work to promote private sector development
(c) Enhanced capacity of member States to adopt good economic governance practices and standards as well as efficient, transparent and accountable public sector practices	(c) (i) Increased number of African countries using ECA research and advocacy work in improving good economic governance practices, policies or standards

	(ii) Increased number of member States adopting instruments or mechanisms to strengthen transparency and accountability in their operations and public services delivery

Strategy

121. Responsibility for implementing the subprogramme lies with the Macroeconomic Policy Division. The main strategic focus of the subprogramme will be to accelerate the transformation of African countries from low-income to middle-income status. An important element in this strategy is to engage in applied research to develop policy recommendations to support member States in the design of appropriate macroeconomic policies and programmes to achieve high-level, inclusive and environmentally sustainable growth, create employment opportunities and accelerate the process of poverty reduction and overall economic development within a framework of good governance and stability.

122. The subprogramme will focus part of its research and analytical work on private sector development, which is an important enabler for economic growth, wealth creation and reducing inequality. The issues to be researched will include measures to enhance the role of the private sector in economic development. In this regard, particular emphasis will be placed on promoting investments and strengthening the financial sector through the improvement of the governance structure and the regulatory and institutional frameworks of financial institutions. Public-private partnerships arrangements will also be examined with a view to assisting member States in formulating appropriate policies and incentives to attract private sector investments. The subprogramme will also produce policy papers that seek to support the efforts of member States to enhance private sector development, investment opportunities and building capacity to support the development of small and medium-sized enterprises.

123. To support the efforts of member States to revive planning, the subprogramme will undertake normative and analytical work on development planning. The research will support African countries in the formulation of policies for the efficient allocation of resources for production, investment and distribution, with a view to accelerating inclusive economic growth.

124. The subprogramme will focus on economic forecasting of key economic indicators of member States to support their planning efforts. The subprogramme will develop forecasting models based on solid econometric principles and theoretical knowledge of how economies function. In developing these models, the subprogramme will collaborate closely with other subprogrammes, in particular the African Centre for Statistics, to assemble appropriate statistical data and the technology needed for the forecasting. The forecasting models will also be used in the preparation of country profiles of member States in the subregional offices.

125. In refocusing the work of ECA while avoiding duplication and concentrating on the comparative advantage of the Commission, the subprogramme will focus on economic governance. In view of the centrality of good economic governance for achieving equitable, inclusive and broad-based growth and development, the strategy will also ensure that the strides made by Africa towards good economic

governance are sustained to support its development agenda; this will include the promotion of policies and programmes for enhancing efficient and participatory public sector management. In this regard, the strategy will focus on research and capacity-building in regard to measures for promoting good economic governance in Africa, including measures for combating corruption and strengthening public institutions. A new priority area of focus will be on strengthening State capacity for development planning and management, including the creation of an enabling environment for private sector development. The subprogramme will also focus on strengthening capacity in the public sector, inter alia, measures for improving public financial management, budgetary and public investment policies at the national and local levels, as well as implementation of results-based management practices in the public policy cycle.

Subprogramme 2
Regional integration and trade

Objective of the Organization: To promote effective regional cooperation and integration among member States, including regional approaches to tackling the challenges of trade, industry, agriculture and land

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes in the areas of intra-African trade and international trade and negotiations in support of regional integration	(a) (i) Increased number of countries and regional economic communities developing or implementing policies or programmes in the context of free-trade areas or customs unions between and across the regional economic communities (ii) Increased number of common positions adopted or implemented by the member States, with ECA assistance, in the area of international trade or trade negotiations
(b) Improved capacity at the national, subregional and regional levels for designing and implementing effective policies and programmes in the areas of food security, agriculture and land management	(b) (i) Increased number of member States and regional economic communities designing or implementing policies or programmes aimed at achieving agriculture development and food security (ii) Increased number of member States and regional economic communities designing or implementing policies or programmes addressing land management issues as a result of the work of the subprogramme

(c) Enhanced capacity of member States and regional economic communities to develop policies and programmes in the areas of industrialization, infrastructure, energy and investment	(c) Increased number of countries and regional economic communities developing policies or programmes in the areas of industrialization, infrastructure, energy or investment, as a result of ECA research and advocacy work

Strategy

126. Responsibility for implementing this subprogramme lies with the Regional Integration and Trade Division. The subprogramme will place emphasis on the central role of regional integration in African development by promoting the nexus among trade, industry, agriculture, land, infrastructure and investment, and providing support to African countries to boost intra-Africa trade and participate effectively in international trade. The focus of the subprogramme will be on conducting analytical research in the areas of: (a) industrialization and infrastructure; (b) investment; (c) food security, agriculture and land; and (d) trade. The research will focus on regional approaches to tackling the challenges in these areas so as to promote regional integration as a strategy for economic development.

127. Trade contributes to the promotion and acceleration of economic growth. However, Africa's international trade and trade within the continent remain at extremely low levels as a result of poor infrastructure and the slow pace of regional integration. To support African countries in addressing the low level of trade, the subprogramme will focus on solid research in trade, with a view to producing policy guidelines and options for international, regional and bilateral trade, in the context of multilateral (World Trade Organization), North-South (e.g. economic partnership agreements and the United States African Growth and Opportunity Act) and South-South trade and investment relationships. Specifically, the subprogramme will develop toolkits and research-based guidelines targeted at promoting intra-African trade in the context of the member States' Action Plan for Intra-African Trade and the Framework, Road Map and Architecture of the Continental Free Trade Area. The work of the subprogramme on trade, which will be carried out through the African Trade Policy Centre, will also include the preparation of position papers on how African countries could embark on diversification of production structures to manufacture value-added trading goods, and enhance their competitiveness. The subprogramme will also produce research papers to support the efforts of member States to improve their trade policies and mainstream these policies into their subregional and regional trade strategies.

128. While sustained growth has contributed significantly to rapid economic transformation in other parts of the world, the relatively good growth performance of Africa has not been inclusive as millions of Africans are caught in the poverty trap due largely to the lack of diversification of sources of growth, including a continued over-reliance on primary commodity exports. To this end, guided by the Action Plan for the Accelerated Industrial Development of Africa framework, the Agribusiness and Agro-industries Development Initiative and the Comprehensive Africa Agriculture Development Programme, the subprogramme will undertake research on how the economies of African countries could be transformed from current low-income to middle-income levels. Research reports will be produced on industrialization, in particular on how value can be significantly added to Africa's

large reservoir of natural and agricultural resources. Furthermore, the subprogramme will conduct analytical work to support member States in the implementation of the Programme for Infrastructure Development in Africa, especially in the areas of trade and transport facilitation, including the trans-African highways, clean and renewable energy, energy efficiency and financing energy infrastructure.

129. Recognizing the importance of strong and effective investment policy in Africa, the subprogramme will undertake research and analytical work to support member States and regional economic communities in the formulation and design of investment policies relevant for sustainable growth. The analytical work will be undertaken with a view to defining policy frameworks that will support countries in enhancing investment in all sectors of the economies of member States. The subprogramme will pay particular attention to the issues of bilateral investment agreements, in recognition of the close linkage of investment with natural resources beneficiation policies and the intimate links of investment with trade and market access issues. The subprogramme will aim to enhance the understanding of member States of how trade really works in this era of regional and global supply/value chains, and the critical role of investment policies.

130. The subprogramme will also undertake research and analytical work to support member States and regional economic communities in their efforts to embark on the structural transformation of agriculture and the rural economies in the context of regional cooperation and integration. The major focus will be on climate-smart agriculture, land, water, forests, urban-rural linkages, human settlements, environmentally sustainable growth and disaster risk reduction. The analytical work is in response to the sustainable development challenges in Africa, as outlined in the African Union/NEPAD strategic framework and in the outcomes of major summits and conferences on sustainable development, such as the 2005 World Summit Outcome, the Johannesburg Plan of Implementation, the 2010 African Development Forum and the 2012 United Nations Conference on Sustainable Development.

131. The subprogramme will contribute to the monitoring and assessment of progress in the areas of food security and sustainable development in support of the implementation of the relevant outcomes of major summits and conferences on food security and sustainable development. Partnerships with departments within the Secretariat, such as the Department of Economic and Social Affairs, and other United Nations entities, including FAO, the United Nations Environment Programme (UNEP), UNDP, UN-Women, UN-Habitat, IFAD, UNIDO, the World Food Programme, the United Nations Forum on Forests and the secretariats of various multilateral environment agreements, as well as the private sector and relevant civil society organizations, will be pursued with a view to enhancing investment in agriculture and increasing agricultural production and productivity towards achieving food security.

132. Land plays an important role in the promotion of economic activities in Africa, particularly in agriculture. That is why ECA, AfDB and the African Union Commission established the Land Initiative Programme. The subprogramme will therefore undertake research, normative and analytical work in support of that Programme. Working in close collaboration with regional bodies, the subprogramme will also promote continental and subregional approaches to tackling the challenges of land tenure systems.

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

Objective of the Organization: To promote the adoption and implementation of new initiatives in the areas of natural resources management, climate change and new technologies in view of supporting the advancement of economic and social development in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to nurture and harness new technologies and innovations for development	(a) (i) Increased number of national, subregional and regional initiatives harnessing new technologies and innovations for development as a result of ECA research and advocacy work (ii) Increased number of institutions and networks of innovators and inventors supported by member States and regional economic communities as a result of ECA research and advocacy work
(b) Enhanced capacity of member States to formulate and implement policy reforms to achieve a green transformation and realize fuller benefits from critical sectors, including the mineral sector	(b) (i) Increased number of countries that have formulated or implemented policy reforms to achieve a green transformation from critical sectors as a result of ECA research and advocacy work (ii) Increased number of countries adopting policies or regulatory frameworks for the management of mineral resources, in line with the Africa Mining Vision
(c) Improved capacity of member States and intergovernmental bodies to plan for climate change in development policies, strategies and programmes	(c) Increased number of member States that have factored climate change into development frameworks and policies using ECA research and advisory work

Strategy

133. Subprogramme 3 is under the overall responsibility of the Special Initiatives Division. The strategy for the implementation of activities is based on the recognition that new discoveries in the area of science, technology and innovation are central to the socioeconomic transformation of African countries. The subprogramme will conduct research and analytical work to support member States in promoting the use of innovations and technological systems as an engine of economic growth. Policy papers will be prepared on assisting member States to mitigate and manage the effects of climate change.

134. Technological systems include mobile technologies which have demonstrated the potential of innovation in meeting social, economic and political development.

The subprogramme will continue to support gender-sensitive strategies for building and sustaining the African digital economy and creating an enabling environment for the knowledge economy through evidence-based research that assists African countries in the formulation, implementation and evaluation of information and communications technology and science and technology policies and strategies. Within the framework of NEPAD priorities, the subprogramme will promote the mainstreaming of technology and innovations into national and subregional development policies and strategies.

135. The subprogramme will also focus on research and analytical work on mineral resources development. In this regard, the African Minerals Development Centre will support the implementation of the African Mining Vision with the aim of enabling the continent to realize fuller benefits from the mineral sector, notably by: (a) integrating mining into industrial and trade policies; (b) ensuring that mining can contribute to better local development; and (c) ensuring that nations are able to negotiate contracts that generate fair resource rents. The Vision, approved by the Assembly of Heads of State and Government of the African Union in February 2009, provides the framework for the long-term development of mineral resources in Africa.

136. With a view of supporting African countries to achieve improved human well-being and social equity while significantly reducing environmental risks and ecological scarcities, the subprogramme will undertake research and policy analysis on a green economy and natural resources. In this regard, the subprogramme will carry out analytical and normative work on the promotion of sustained and inclusive economic growth, and foster innovations while addressing the challenges and opportunities of agriculture, fisheries, forests and renewable energy. The activities of the subprogramme on a green economy are influenced by the outcomes of the 2012 United Nations Conference on Sustainable Development. The subprogramme will produce policy papers to support the efforts of African countries in moving towards a green economy and will assess the impact of the use of green technologies.

137. Africa contributes the least to the global pool of greenhouse gases but faces disproportionate distress from the impacts of climate change. Through the African Climate Policy Centre, the work of the subprogramme on climate change aims to assist member States and regional economic communities in addressing many gaps, such as in adaptation, technology transfer and mitigation. Research and normative work will be undertaken on finding a balance between development and limiting the impact of climate change on development. The African Climate Policy Centre will continue to strengthen the capacity of African countries to participate more effectively in international climate negotiations, particularly through the development of a comprehensive and equitable post-2012 climate agreement in order to benefit from the emerging carbon trading system, adaptation and mitigation financing. This will be accomplished with the following three key areas of work: (a) knowledge generation, sharing and networking; (b) advocacy and consensus building; and (c) advisory services and technical cooperation.

Subprogramme 4
Statistics

Objective of the Organization: To strengthen the production and use of quality statistics for evidence-based policy formulation, programme implementation and monitoring and evaluation of progress towards the achievement of nationally and international agreed goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality statistics in support of their development efforts	(a) (i) Increased number of countries designing and implementing the current version of National Strategy for the Development of Statistics (ii) Increased number of countries with 30 or more Millennium Development Goal indicators having at least three data points since 1990
(b) Improved availability of harmonized and comparable statistics in support of national, regional and international development efforts	(b) Increased number of countries for which a comparable set of System of National Accounts data is included in the African statistical database

Strategy

138. Responsibility for implementing the subprogramme lies with the African Centre for Statistics. By scaling up the use of modern technology, the subprogramme will strive to increase the statistical capacities of African countries to collect, compile and use quality, comparable and harmonized statistics to: (a) monitor progress towards the implementation of set development objectives, including internationally agreed goals such as the Millennium Development Goals; and (b) support regional integration, including harmonization of methods for censuses, surveys, national accounts, economic classifications and development indicators, in compliance with international methodologies, such as the 2008 System of National Accounts. In the first instance, the subprogramme will provide adequate support to countries' efforts to improve their statistical operations, including conducting censuses and surveys and making the data and information products available to users promptly. Special attention will be given to the efficient use of administrative data, such as civil registration and vital statistics, which are necessary for producing gender-disaggregated and gender-responsive statistics, evidence-based service delivery procedures and monitoring and reporting of progress towards the achievement of internationally agreed development goals. The subprogramme will continue to play a lead role in the implementation of the Reference Regional Strategic Framework for Statistical Capacity-building in Africa, designed to improve national statistical systems, and in the provision of support to countries in the design, adoption and implementation of their national strategies for the development of statistics. The subprogramme will also continue its role in the implementation of the African Charter on Statistics, designed by the African Union Commission, and the strategy for the harmonization of statistics in Africa, which emphasize comparable statistics for regional integration. Improved quality and

comparable statistical data will be collected continuously to populate the ECA statistical database as the authoritative source of statistical data for informing evidence-based decisions about Africa. To do this, the subprogramme will work with national statistical offices to implement modern data collection practices using hand-held devices and other modern information and communications technology-based tools and methodologies.

139. The strategy will include: (a) rigorous methodological work which will result in the production of manuals, handbooks and guidelines; (b) implementation of field projects; (c) advocacy campaigns to address institutional issues in and the design of national strategies for the development of statistics; (d) dissemination of information, experiences and best practices; and (e) provision of technical assistance to member States and their institutions. In this context, particular emphasis will be placed on developing manuals for producing harmonized statistics and supporting the statistical working groups dealing with such issues as: (a) harmonization of prices statistics; (b) national accounts statistics; (c) trade and public finances; (d) data development in pilot countries; (e) maintenance of databases; (f) advocacy; (g) gender mainstreaming; and (h) institution-building. The subprogramme will coordinate its work with United Nations organizations, such as the Statistics Division of the Department of Economic and Social Affairs of the Secretariat, UNDP, the African Union Commission, AfDB and regional, intergovernmental and relevant international organizations. The subprogramme will promote statistical harmonization and collaboration through the meetings of the Statistical Commission for Africa. It will also strengthen and scale up its partnerships with other ECA subprogrammes on data collection and statistical methodologies for their analytical work and flagship publications. Particular emphasis will be placed on emerging and cross-cutting issues, notably: (a) working with the subprogramme on gender and women in development on gender statistics as a part of the strategy to augment evidence-based reporting on gender equality and women's empowerment; (b) working with the subprogramme on macroeconomic policy to monitor Africa's progress towards the achievement of internationally agreed goals and special initiatives for the least developed countries; and (c) working with the subprogramme on innovations, technologies and management of Africa's natural resources in addressing the challenges of climate change.

Subprogramme 5
Capacity development

Objective of the Organization: To promote the efficient utilization of policy research produced by ECA in member States and to support Governments, pan-African institutions, regional economic communities and member States in building and strengthening the capabilities of their policymakers

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of the African Union to accelerate implementation of the priorities of its organs and institutions	(a) Increased number of projects or programmes completed with the assistance of ECA in the context of the implementation of the priorities of NEPAD

(b) Strengthened capacity of pan-African institutions, regional economic communities and member States to conduct sound policies for the advancement of the development agenda of Africa	(b) Increased number of member States, pan-African institutions and regional economic communities that use the research produced by ECA in the formulation and implementation of policies

Strategy

140. Responsibility for the implementation of subprogramme 5 lies with the Capacity Development Division. The subprogramme is responsible for ensuring that major findings of ECA research and analytical work are used by member States, regional economic communities and pan-African institutions in the formulation and implementation of sound policies. In this regard, the subprogramme will provide policy advisory services to national, subregional and regional institutions, and assist them in the formulation of strategies, programmes and projects. Priority areas of focus will include the promotion of industrialization, the design and implementation of regional integration, trade, agriculture, infrastructure, gender, and social and economic issues, as well as science and technology, information and communications technology, macroeconomic policies, development planning and natural resource management. Emphasis is placed on disseminating regional and international best practice in public sector management to assist African countries in improving the effectiveness and efficiency of their public sector. In addition, the subprogramme will provide support to member States in the development of common negotiating positions and strategies in regional and global processes, and promote their full participation in related forums.

141. The subprogramme will be geared towards strengthening the capacity of the African Union and its organs, including the African Union Commission, the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism and the regional economic communities, in deepening and advancing the African Union's agenda of continental integration. The strategy will also focus on strengthening the capacities of African countries and their development organization in formulating and implementing appropriate policies and programmes for achieving the internationally agreed development goals. In collaboration with the subregional offices of ECA, the subprogramme will also jointly undertake programmes and activities with the regional economic communities. The subprogramme will scale up its assistance to member States in the implementation of the African Peer Review Mechanism, particularly in building and maintaining a credible database on relevant information as well as supporting the governance architecture of the African Union.

142. Inter-agency coordination and collaboration among United Nations agencies working in Africa will be coordinated by the subprogramme through the regional consultation meetings of United Nations agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels. The subprogramme will assist the Commission in coordinating and convening the meetings of the regional coordination mechanism of African Union agencies working in support of the African Union and its NEPAD programme. The regional coordination mechanism, which is co-chaired and co-convened by the African Union Commission, is a key vehicle through which the subprogramme supports capacity development in the continent.

143. Moreover, recognizing that the successful implementation of NEPAD initiatives is essential to Africa's progress, the subprogramme also provides direct technical support to the NEPAD priority areas, as well as to the African Peer Review Mechanism process, the secretariat of the African Peer Review Mechanism and participating countries. The subprogramme will contribute to the promotion of a model of governance that will foster socioeconomic advancement in Africa. This pioneering approach promotes African ownership, leadership and mutual accountability in terms of development practice in Africa. In addition, the subprogramme will scale up its assistance to member States in the implementation of the mechanism, particularly in building and maintaining a credible database on relevant information as well as supporting the governance architecture of the African Union.

144. The subprogramme will also respond, upon request, to targeted capacity demands of African countries and the regional economic communities. This will be carried out through technical assistance and advisory services to enhance the technical, human and institutional capacities of member States, regional economic communities and other intergovernmental organizations. Capacity development at the national and subregional levels will be focused on the following key strategic priorities: macroeconomic analysis, industrialization, development planning and natural resource management.

Subprogramme 6
Gender and women in development

Objective of the Organization: To promote the strengthening of gender equality and women's empowerment within the context of the Beijing Declaration and Platform for Action

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment obligations and address emerging issues that have an impact on women	(a) Increased number of member States and regional economic communities that report progress in the implementation of gender equality and women's empowerment obligations through the Beijing Declaration and Platform for Action
(b) Increased capacity of member States and regional economic communities to mainstream gender concerns into national policies and programmes	(b) Increased number of member States and regional economic communities that make use of the knowledge generated through the African Gender and Development Index, gender statistics, gender-aware macroeconomic modelling, the African Women's Rights Observatory, and the e-network of national gender machineries to mainstream gender concerns

Strategy

145. Responsibility for implementing subprogramme 6 lies with the African Centre for Gender. Gender inequality and persisting gender gaps remain among the major challenges to development in Africa. Systemic sociocultural barriers continue to limit the capacity of member States to put in place legislative, policy and institutional changes that promote gender equality and women's empowerment.

146. Internally, the strategy will benefit from previous gains made in past bienniums, when linkages and synergies were developed with all subprogrammes of ECA, and will be guided by the recommendations of the 2008 African Development Forum on Ending Violence against Women. The gender assessment undertaken at ECA in 2011 will provide entry points to strengthen the ability of the divisions and subregional offices to deliver better results to member States in regard to gender and development within the various sectors. It will also enhance collaboration between the subprogramme and the ECA Gender Focal Persons within Divisions and subregional offices and will scale up gender mainstreaming throughout ECA subprogrammes.

147. Partnership with the African Centre for Statistics will be strengthened to scale up work on gender statistics as a strategy to support evidence-based reporting and to determine the impact of programmes on gender equality and women's empowerment. The subprogramme will also work closely with the Regional Integration and Trade Division and the African Climate Policy Centre to address the gender dimensions of climate change. The subprogramme will continue to enhance collaboration with the African Union Commission, regional economic communities, AfDB and organizations of the United Nations system through the regional consultative mechanisms. The subprogramme will leverage strong relationships with development partners, civil society organizations and networks to support the implementation of its activities. It will also strengthen its joint activities with UN-Women.

148. Finally, the implementation strategy will include the e-network of national gender machineries, the African Women's Rights Observatory and other knowledge-sharing platforms that will be used to strengthen outreach to the member States. This will also reinforce gender mainstreaming efforts and facilitate sharing of information and best practices.

Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the North Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics and policy analysis in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States

(b) Strengthened capacity of the Arab Maghreb Union and other subregional actors to accelerate the design or the implementation of subregional initiatives	(b) Increased number of regional initiatives designed or implemented by the Arab Maghreb Union or other subregional actors with assistance from ECA

Strategy

149. Component 1 of subprogramme 7 will be implemented by the subregional office for North Africa, which covers the following seven member States: Algeria, Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia. The office covers the Arab Maghreb Union as the main regional economic community and contributes with other subprogrammes to assisting the Community of Sahel and Saharan States and, to some extent, the Common Market for Eastern and Southern Africa. The component will work closely with the African Centre for Statistics in using modern technologies to collect, compile and use quality, comparable and harmonized statistics pertaining to the North African subregion. The component, in close collaboration with national statistical offices, will collect a large variety of statistics for the subregion, including data on monitoring progress towards the achievement of the Millennium Development Goals, censuses, surveys, national accounts, economic classifications and development indicators. The component will work with the African Centre for Statistics in providing adequate support to member States in the subregion in their efforts to improve their statistical operations, inter alia, conducting censuses and surveys and making the data and information products available promptly to users.

150. Component 1 of subprogramme 7 will also focus on producing country profiles on a regular basis. These profiles will comprise research, analysis, forecasts, indicators and trends regarding a variety of statistics, including those on output, trade, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. The aim of the profiles is to produce policy advice in support of the development agenda of the member States in the subregion.

151. Under this subprogramme, the subregional office will develop and maintain a subregional repository of statistical information to feed into the ECA common databank and support all of the analytical and research needs of the Commission.

152. Another focus of this component will be on special initiatives for the subregion. Assistance will be provided to the Arab Maghreb Union to implement the road map for a more integrated Maghreb, which includes the fundamental policies of regional integration. Emphasis will also be placed on building and maintaining knowledge and information networks for harnessing and disseminating best practices and lessons learned elsewhere, and within the region to the member States and their organizations, in particular by the use of communities of practice. The implementation strategy will include programmes and activities to address development challenges specific to North Africa. To attain these goals, the subregional office will continue to work in close partnerships with United Nations agencies at the national and regional levels and with other development partners operating in the subregion with the aim of increasing the effectiveness and input of ECA.

153. The subregional office will also work closely with other stakeholders, such as the private sector, universities and civil society organizations, and with the regional

intergovernmental organizations. To ensure and sustain the high quality of its services, the subregional office will ensure that impact evaluation tools, including questionnaires, are systematically used in all activities of the office.

Component 2
Subregional activities in West Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and socia transformation in the West Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States
(b) Strengthened capacity of the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (WAEMU) to accelerate the implementation of subregional initiatives	(b) Increased number of regionally agreed initiatives implemented by ECOWAS and WAEMU with assistance from ECA

Strategy

154. Component 2 of subprogramme 7 will be implemented by the subregional office for West Africa, which covers the following 15 countries: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. The component will work closely with the African Centre for Statistics in using modern technologies to collect, compile and use quality, comparable ad harmonized statistics pertaining to the West African subregion. The component, in close collaboration with national statistical agencies, will collect a large variety of statistics for the subregion, including data on monitoring progress towards the achievement of the Millennium Development Goals, censuses, surveys, national accounts, economic classifications and development indicators. The component will work with the African Centre for Statistics in providing adequate support to member States in the subregion in their efforts to improve their statistical operations, inter alia, conducting censuses and surveys and making the data and information products available promptly to users.

155. Component 2 of subprogramme 7 will also focus on producing country profiles. These profiles will comprise research, analysis, forecasts, indicators and trends regarding a variety of statistics on input, trade, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. The aim of the profiles is expected to produce policy advice in support of the development agenda of the member States in the subregion.

156. Under this subprogramme, the subregional office will develop and maintain a subregional repository of statistical information to feed into the ECA common database and support all of the analytics and research needs of the Commission.

157. Another focus of this component of the subprogramme will be on special initiatives for the subregion. The subregional office for West Africa, in collaboration with the research institutions of member States, will undertake evidence-based research to support the formulation, implementation and review by member States of sustainable social and economic development policies. The component will also promote policy dialogue among member States, regional economic communities and intergovernmental organizations. Such a dialogue will provide a platform for policymakers to discuss and share views on issues common to the subregion, such as climate change, international migration, trade and infrastructure. The subregional office for West Africa will also strengthen its partnership and collaboration with ECOWAS, WAEMU, the Mano River Union, and other intergovernmental organizations, the private sector, academia and United Nations organizations operating at the country and regional levels.

Component 3
Subregional activities in Central Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the Central Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States
(b) Strengthened capacity of the Economic and Monetary Community of Central Africa (CEMAC) and the Economic Community of Central African States (ECCAS) to accelerate the implementation of subregional initiatives	(b) Increased number of regionally agreed initiatives implemented by CEMAC and ECCAS with assistance from ECA

Strategy

158. Component 3 of subprogramme 7 will be implemented by the subregional office for Central Africa, which covers the following seven countries: Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea, Gabon and Sao Tomé and Principe. The collaboration with ECCAS extends the activities of the office to the following countries: Angola, Burundi and Democratic Republic of the Congo. The component will work closely with the African Centre for Statistics and national statistical agencies in using modern technologies to collect, compile and use a large variety of quality, comparable and harmonized statistics pertaining to the Central African subregion, including data on monitoring progress towards the achievement of the Millennium Development Goals, censuses, surveys, national accounts, economic classifications and development indicators. The component will support the member States in the subregion in their efforts to improve their statistical operations, inter alia, conducting censuses and surveys and making the data and information products available promptly to users, in close collaboration with the African Centre for Statistics.

159. Component 3 of subprogramme 7 will also focus on producing country and subregional profiles. These profiles will include research, analysis, forecasts, indicators and trends regarding a variety of statistics on output, trade, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. The aim of the profiles is expected to produce policy advice in support of the development agenda of the member States in the subregion.

160. Under this subprogramme, the subregional office will develop and maintain a subregional repository of statistical information to feed into the common databank and support all analytical and research needs of the Commission.

161. Another focus of the component of the subprogramme will be on special initiatives for the subregion. In this context, the component will embark on undertaking normative and analytical work aimed at complementing the efforts of the member States in the subregion in advancing the socioeconomic transformation and integration of Central Africa. The component will provide support to the Central African regional economic communities in formulating and implementing programmes and activities in line with the NEPAD framework as well as with the internationally agreed development goals, including the Millennium Development Goals, sustainable development and post-conflict recovery.

162. Attention will also be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The strategy will also include the close consultation with regional economic communities especially through the use of coordination mechanisms set up at country and subregional levels. To attain those goals, the subregional office will strengthen partnerships with United Nations agencies and other development partners operating in the subregion to increase the effectiveness and impact of ECA activities. The office will also work closely with other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including African Development Bank, the African Union Commission, the NEPAD secretariat, the Central African States Development Bank and the Bank of Central African States.

Component 4
Subregional activities in East Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the East Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics and policy analysis in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States
(b) Strengthened capacity of the East African Community and the Intergovernmental Authority on Development to accelerate the implementation of subregional initiatives	(b) Increased number of regionally agreed initiatives implemented by the East African Community and the Intergovernmental Authority on Development with assistance from ECA

Strategy

163. Responsibility for implementing component 4 of subprogramme 7 lies with the subregional office for East Africa, which covers the following 14 countries: Burundi, Comoros, Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and United Republic of Tanzania. Its key clients include the following regional economic communities and/or intergovernmental organizations: East African Community, Intergovernmental Authority on Development, Economic Community of the Great Lakes Countries (Communauté économique des pays des Grands Lacs), Indian Ocean Commission and International Conference on the Great Lakes Region.

164. The component will work closely with the African Centre for Statistics in using modern technologies to collect, compile and use quality, comparable and harmonized statistics pertaining to the East African subregion. The component, in close collaboration with national statistical agencies, will collect a large variety of statistics for the subregion, including data on monitoring progress towards the achievement of Millennium Development Goals, censuses, surveys, national accounts, economic classifications and development indicators. The component will work with African Centre for Statistics in providing adequate support to member States in the subregion in their efforts to improve their statistical operations, inter alia, conducting censuses and surveys and making the data and information products available promptly to users.

165. Component 4 of subprogramme 7 will also focus on producing country and subregional profiles. These profiles will comprise research, analysis, forecasts, indicators and trends regarding a variety of statistics on output, trade, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. The aim of the profiles is to produce evidence-based policy advice in support of the development agenda of the member States and regional economic communities in the subregion.

166. Under this sub-programme, the subregional office will develop and maintain a subregional repository of statistical information to feed into the ECA common databank and support all of the analytical and research needs of the Commission.

167. Another focus of the component of the subprogramme will be on special initiatives for the subregion. In this regard, the subprogramme will: accompany and support regional integration and cooperation in the subregion; monitor the status of regional integration in Eastern Africa (e.g. Regional Integration Observatory); undertake policy analysis to sharpen regional integration processes; assist in the harmonization and standardization of policies, laws and regulations, as well as procedures; and facilitate business processes to reduce transaction costs and improve the subregion's competitiveness. Furthermore, the subprogramme will foster institutional support to the regional economic communities, other intergovernmental organizations and member States. In addition, a gender dimension will continue to be mainstreamed throughout the full range of activities undertaken by the office.

Component 5
Subregional activities in Southern Africa

Objective of the Organization: To strengthen capacity to formulate evidence-based plans and policies in support of economic and social transformation in the Southern Africa subregion

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to produce and disseminate quality and timely statistics in support of national and subregional development priorities	(a) Increased number of country profiles prepared or updated using quality and timely statistical data provided by member States
(b) Strengthened capacity of the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC) to accelerate the implementation of subregional initiatives	(b) Increased number of regionally agreed initiatives implemented by member States, COMESA and SADC, with assistance from ECA

Strategy

168. Responsibility for implementing component 5 of subprogramme 7 lies with the subregional office for Southern Africa, which covers the following 11 countries: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.

169. The component will work closely with the African Centre for Statistics in using modern technologies to collect, compile and use quality, comparable and harmonized statistics pertaining to the Southern African subregion. The component, in close collaboration with national statistical agencies, will collect a large variety of statistics for the subregion, including data on monitoring progress towards the achievement of the Millennium Development Goals, censuses, surveys, national accounts, economic classifications and development indicators. The component will work with the African Centre for Statistics in providing adequate support to member States in the subregion in their efforts to improve their statistical operations, inter alia, conducting censuses and surveys and making the data and information products available promptly to users.

170. Component 5 of subprogramme 7 will also focus on producing country profiles. These profiles will comprise research, analysis, forecasts, indicators and trends regarding a variety of statistics on output, trade, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. The aim of the profiles is to provide a basis for informed policy advice in support of the development agenda of the member States in the subregion.

171. Under this subprogramme, the subregional office will develop and maintain a subregional repository of statistical information to feed into the ECA common databank and support all of the analytical and research needs of the Commission.

172. Another focus of the component of the subprogramme will be on special initiatives for the subregion. In line with this, the strategy will focus on providing support to member States, SADC and COMESA, with a view to improving their capacities for regional integration, particularly in areas of priority to Southern

Africa. Programmes and activities under a special initiative will also focus on the formulation of policy papers geared towards supporting the implementation of common tripartite programmes or activities of SADC, the East African Community and COMESA in the context of the subregional coordination mechanism and NEPAD, as well as achieving internationally agreed development goals, including the Millennium Development Goals. Special attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The subregional office will also strengthen partnerships with United Nations agencies and other development partners operating in the subregion to increase the effectiveness and impact of ECA interventions and activities in its domain.

Subprogramme 8
Development planning and administration

Objective of the Organization: To improve public sector management with respect to economic policy planning and analysis and development planning of the African Governments and other associated development actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States for better economic policy formulation, analysis and management	(a) (i) Increased number of countries adopting new or enhanced approaches in policy formulation and analysis in line with the guidelines and/or recommendations of the subprogramme (ii) Increased number of national or subregional public sector departments and institutions in the African region applying appropriate new policies and approaches in economic planning and analysis as a result of the work of the African Institute for Economic Development and Planning
(b) Strengthened capacity of member States for better development planning, policies and approaches, including decentralized development planning	(b) Increased number of countries and subnational regions adopting policies and measures or implementing activities in the area of development planning in line with ECA recommendations

Strategy

173. The African Institute for Economic Development and Planning (IDEP), based in Dakar, is responsible for the implementation of subprogramme 8. In the context of the recent successful repositioning of IDEP to further reinforce and enhance its presence, visibility, reach and relevance, the Institute is entering the biennium 2014-2015 as a premier capacity-development resource for African Governments. IDEP has diversified its programme offerings, added significant value to its training and capacity-development courses, built visibility for itself as a centre for advanced

training in economic management and development planning, and increased its impact, through both the relevance of its offerings and the post-training tracking of the professional work of its alumni. The pertinence and importance of the work of IDEP were recently endorsed by the General Assembly when it approved a significant increase in the annual grant for its activities in support of African countries. In continuation of a process which began in 2009 and accelerated during the 2012-2013 biennium, IDEP will further deepen its programmatic integration into ECA by assuming full responsibility for all the training and capacity-development activities and expert group meetings that are connected to or derive from the knowledge-generation work of the Commission.

174. During the 2014-2015 biennium, IDEP will pursue a multifaceted strategy to achieve its strategic objectives. This includes:

(a) Adoption of an even more interactive pedagogical approach to the delivery of IDEP training and capacity-development programmes, and the continued but strategically focused diversification of the range of courses and course modules offered at and through the Institute, including those on economic management, policy analysis, monitoring and evaluation and development planning;

(b) Reinforcement of IDEP collaboration with the five subregional offices of ECA and the forging of partnerships with local universities, development training institutions and development research centres with a view to enhancing the Institute's ability to deliver its capacity-development and training programmes at the local and/or subregional levels;

(c) Continuation of ongoing efforts to build and nurture international partnerships both within and outside the United Nations system as part of the overall programme delivery strategy of IDEP and ensuring that the Institute fully assumes the position of leading hub for the organization and hosting of the capacity-building workshops and expert group meetings of all subprogrammes of ECA;

(d) Deliberate decentralization of all capacity-development and training of activities of ECA in order to significantly scale up and expand opportunities for participation in IDEP courses, and increase the reach, presence and visibility of the Institute;

(e) Conscious recruitment of participation from the private sector, the legislative arm of government and development-oriented non-governmental organizations and civil society groups in recognition of the increased significance over time of non-State development actors in Africa;

(f) Intensification of training-of-trainer activities in order to strengthen the availability of in-house resource persons who will contribute to the building and renewal of the skills of their colleagues in strategic development institutions;

(g) Facilitation of intra-African development learning and sharing of experience through the organization of study visits and tours designed to help solve specific problems;

(h) Targeting of specific capacity-development programmes at younger officials and female professionals pursuing careers in economic management, policy analyses and development planning;

(i) Provision of an increasing number of tailor-made courses designed to meet the specific needs of requesting Governments and institutions, including the regional economic communities which constitute the building blocks of the African development agenda.

Subprogramme 9
Social development policy

Objective of the Organization: To promote inclusive and equitable sustainable human and social development, in line with internationally and regionally agreed commitments and frameworks

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to mainstream human development concerns into policies and strategies, with particular emphasis on employment, social protection, population and youth issues, in line with internationally agreed development goals	(a) Increased number of member States mainstreaming employment or social protection, or population or youth issues into national policies or strategies in line with internationally agreed development goals as a result of ECA research and advocacy work
(b) Increased capacity of member States to improve policies, legislation and strategies enhancing inclusive urban planning, management and development	(b) Increased number of countries partially or fully incorporating sustainable urbanization principles advocated by ECA into policies, legislation or strategies in targeted countries

Strategy

175. The strategic focus of this subprogramme, which falls under the Social Development Policy Division, is on employment, social protection, and human and social development. The subprogramme will also focus on issues related to youth, population and urbanization.

176. Part of the strategic focus of the subprogramme will be to accelerate the process of achieving the targets set out in the United Nations Millennium Declaration and the outcome of the 2012 United Nations Conference on Sustainable Development. An important element in the strategy is to embark on research and analytical work that will support African countries in the design of appropriate national, subregional and regional policies and programmes aimed at ensuring adequate social protection, in particular the creation of youth employment opportunities, and accelerating the process of poverty reduction and overall economic and social development. In addition, the strategy will focus on evidence-based research and policy dialogue on human and social development with the view of improving the social indicators of African countries. The subprogramme will also undertake policy research, documentation of best practices and knowledge-sharing on various sectoral areas of human and social development.

177. During the biennium, the subprogramme will undertake policy research on population movements, including internal and international migration, population displacements and redistribution, and their linkages to economic and social development. Particular emphasis will be on supporting member States in the integration of population movements and migration into national development plans

and strategies, and in the delivery of economic and social services and enhancing people's access to them.

178. Given the rise in urbanization in most African countries, the subprogramme will also focus its research, normative and analytical work on the opportunities and challenges of urbanization. With a view to increasing productivity and growth, the strategy will focus on cross-cutting issues related to urbanization, including infrastructure gaps, access to services, urban slums, water and sanitation, environment and housing. The subprogramme will produce policy papers on the financial sustainability of urbanization, improving governance and the capacity of African countries to manage urbanization.

Legislative mandates

179. The following are added to the list of legislative mandates:

67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council ministerial declarations and resolutions

2009	Ministerial declaration of the 2009 high-level segment of the Economic and Social Council, submitted by the President of the Council entitled "Implementing the internationally agreed goals and commitments in regard to global public health"
2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system

Economic Commission for Africa resolutions

908 (XLVI)	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation

Subprogramme 1
Macroeconomic analysis

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development
54/128	Action against corruption
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries
54/204	Business and development
60/34	Public administration and development
61/214	Role of microcredit and microfinance in the eradication of poverty

62/7	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
64/82	Follow-up to the International Year of Human Rights Learning
64/116	The rule of law at the national and international levels
64/148	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
65/75	Preventing and combating illicit brokering activities
65/94	The United Nations in global governance
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union
65/146	Innovative mechanisms of financing for development
65/169	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
65/314	Modalities for the fifth High-level Dialogue on Financing for Development
66/130	Women and political participation
66/152	Enhancement of international cooperation in the field of human rights
66/163	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization
66/169	National institutions for the promotion and protection of human rights
66/187	International financial system and development
66/189	External debt sustainability and development

66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
66/213	Fourth United Nations Conference on the Least Developed Countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/288	The future we want
67/199	Follow-up to the International Conference on Financing for Development

Economic and Social Council resolutions

2004/64	International Conference on Financing for Development
2005/3	Public administration and development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/30	Follow-up to the International Conference on Financing for Development
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
2009/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2009/33	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2011/9	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2011/43	Support to the Republic of South Sudan

Economic Commission for Africa resolutions

848 (XL)	Financing for development
862 (XLII)	Enhancing domestic resource mobilization
865 (XLII)	Global financial and economic crisis

869 (XLIII)	Africa regional review of implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010
876 (XLIII)	Establishment of African financial institutions
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation
886 (XLIV)	Illicit financial flows

Subprogramme 2
Regional integration and trade

General Assembly resolutions

56/180	Specific actions related to the particular needs and problems of landlocked developing countries
57/271	World Food Summit: five years later
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
58/217	International Decade for Action, "Water for Life", 2005-2015
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/255	Improving global road safety
65/151	International Year of Sustainable Energy for All
65/153	Follow-up of the International Year of Sanitation, 2008
65/154	International Year of Water Cooperation, 2013
65/175	Industrial development cooperation
66/68	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
66/94	Report to the United Nations Commission on International Trade Law on the work of its forty-fourth session
66/158	The right to food
66/185	International trade and development
66/190	Commodities

66/195	Agricultural technology for development
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/198	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/199	International Strategy for Disaster Reduction
66/202	Convention on Biological Diversity
66/205	Sustainable mountain development
66/206	Promotion of new and renewable sources of energy
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
66/219	South-South cooperation
66/220	Agriculture development and food security
66/223	Towards global partnership

Economic and Social Council resolutions

2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council
2011/12	Europe-Africa fixed link through the Strait of Gibraltar
2011/25	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Africa resolutions

800 (XXX)	Strategy and Action Plan for Water Resources Assessment, Development and Management in Africa
801 (XXX)	Food security and self-sufficiency in Africa
818 (XXXI)	Promotion of mineral resources development and utilization in Africa
819 (XXXI)	Promotion of energy resources development and utilization in Africa
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities
847 (XL)	Aid for trade
867 (XLIII)	Assessment of progress on regional integration in Africa
877 (XLIII)	Towards realizing a food-secure Africa

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

General Assembly resolutions

47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development
50/102	United Nations system support for science and technology in Africa
54/214	Conservation and sustainable development of Central African forest ecosystems
60/200	International Year of Deserts and Desertification, 2006
60/252	World Summit on the Information Society
62/8	Overview of United Nations activities relating to climate change
62/217	International cooperation in the peaceful uses of outer space
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/211	Creation of a global culture of cybersecurity and taking stock of national efforts to protect critical information infrastructures
65/41	Development in the field of information and telecommunications in the context of international security
65/68	Transparency and confidence-building measures in outer space activities

65/158	International cooperation to reduce the impact of the El Niño phenomenon
65/311	Multilingualism
66/184	Information and communication technologies for development
66/200	Protection of global climate for present and future generations of humankind
66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/211	Science and technology for development
66/288	The future we want
2692 (XXV)	Permanent sovereignty over natural resources of developing countries and expansion of domestic sources of accumulation for economic development

Economic and Social Council resolutions

2007/8	Flow of information for the follow-up to the World Summit on the Information Society
2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2011/16	Assessment of the progress made in the implementation of and the follow-up to the outcomes of the World Summit on the Information Society
2011/17	Science and technology for development

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems in sustainable development
766 (XXVIII)	Strengthening development information systems for regional cooperation and integration in Africa
789 (XXIX)	Strengthening information systems for Africa's recovery and sustainable development
795 (XXX)	Building Africa's information highway
812 (XXXI)	Implementation of the African Information Society Initiative
817 (XXXI)	African Regional Conference on Science and Technology
870 (XLIII)	Climate change and development in Africa

884 (XLIV)	Climate change and sustainable development in Africa
887 (XLIV)	Enhancing science and technology for development in Africa

Subprogramme 4
Statistics

Economic and Social Council resolutions

2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity

Economic Commission for Africa resolutions

849 (XL)	Statistics and statistical capacity-building in Africa
871 (XLIII)	Strategy for the Harmonization of Statistics and implementation of the African Charter on Statistics
882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa

Subprogramme 5
Capacity development

General Assembly resolutions

63/267	New Partnership for Africa's Development: progress in implementation and international support
63/310	Cooperation between the United Nations and the African Union
64/258	New Partnership for Africa's Development: progress in implementation and international support
65/274	Cooperation between the United Nations and the African Union
65/284	New Partnership for Africa's Development: progress in implementation and international support
66/286	New Partnership for Africa's Development: progress in implementation and international support
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council resolutions

2004/16	Implementation of the social objectives of the New Partnership for Africa's Development
2007/28	Social dimensions of the New Partnership for Africa's Development
2011/26	Social dimensions of the New Partnership for Africa's Development

Subprogramme 6
Gender and women in development

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development
60/229	Future operation of the International Research and Training Institute for the Advancement of Women
65/187	Intensification of efforts to eliminate all forms of violence against women
65/189	International Widows' Day
65/190	Trafficking in women and girls
66/128	Violence against women migrant workers
66/129	Improvement of the situation of women in rural areas
66/130	Women and political participation
66/131	Convention on the Elimination of All Forms of Discrimination against Women
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/140	The girl child
66/216	Women in development

Economic and Social Council resolutions

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2009/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women

Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

Component 2
Subregional activities in West Africa

Component 3
Subregional activities in Central Africa

Component 4
Subregional activities in East Africa

Component 5
Subregional activities in Southern Africa

General Assembly resolutions

56/180	Specific actions related to the particular needs and problems of landlocked developing countries
61/51	Cooperation between the United Nations and the Southern African Development Community
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
65/90	Strengthening of security and cooperation in the Mediterranean region

66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolutions

2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2011/12	Europe-Africa fixed link through the Strait of Gibraltar
2011/43	Support to the Republic of South Sudan

Economic Commission for Africa resolutions

828 (XXXII)	The Multinational Programming and Operational Centres: strengthening the Economic Commission for Africa's subregional presence
830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution adopted by the Ministerial Follow-up Committee at its first meeting)
849 (XL)	Statistics and statistical capacity-building in Africa
871 (XLIII)	Strategy for the Harmonization of Statistics and implementation of the African Charter on Statistics
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa
882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa

Subprogramme 8
Development planning and administration

Economic and Social Council resolutions

2011/13	African Institute for Economic Development and Planning

Economic Commission for Africa resolutions

799 (XXX)	Promoting human development in Africa
839 (XXXV)	African Institute for Economic Development and Planning
846 (XXXIX)	African Institute for Economic Development and Planning
851 (XL)	African Institute for Economic Development and Planning
875 (XLIII)	Repositioning of the African Institute for Economic Development and Planning

Subprogramme 9
Social development policy

General Assembly resolutions

47/5	Proclamation on Ageing
49/128	Report of the International Conference on Population and Development
50/81	World Programme of Action for Youth to the Year 2000 and Beyond
50/107	Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty
60/35	Enhancing capacity-building in global public health
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
65/152	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
65/163	United Nations Decade of Education for Sustainable Development (2005-2014)
65/170	International migration and development
65/183	United Nations Literacy Decade: education for all
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond

65/234	Follow-up to the International Conference on Population and Development beyond 2014
65/238	Scope, modalities, format and organization of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases
65/267	Organization of the High-level Meeting on Youth
65/273	Consolidating gains and accelerating efforts to control and eliminate malaria in developing countries, particularly in Africa, by 2015
65/277	Political Declaration on HIV and AIDS: Intensifying Our Efforts to Eliminate HIV and AIDS
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
66/121	Policies and programmes involving youth
66/123	Cooperatives in social development
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/126	Preparations for and observance of the twentieth anniversary of the International Year of the Family
66/127	Follow-up to the Second World Assembly on Ageing
66/135	Assistance to refugees, returnees and displaced persons in Africa
66/141	Rights of the child
66/172	Protection of migrants
66/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/213	Fourth United Nations Conference on the Least Developed Countries
66/229	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
S-24/2	Further initiatives for social development

Economic and Social Council resolutions

1997/2	International migration and development
2001/42	Global campaign for poverty eradication
2003/13	National and international cooperation for social development: implementation of social objectives of the New Partnership for Africa's Development
2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2005/13	2010 World Population and Housing Census Programme
2007/27	Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development
832 (XXXIII)	HIV/AIDS in Africa

Commission on Population and Development resolutions and decisions

2007/1	Changing age structures of populations and their implications for development
2010/1	Health, morbidity, mortality and development
2011/1	Fertility, reproductive health and development
2011/101	Special themes for Commission on Population and Development in 2013 (forty-sixth session, "New trends in migration: demographic aspects") and in 2014 (forty-seventh session, assessment of the status of implementation of the Programme of Action of the International Conference on Population and Development)

Programme 16
Economic and social development in Asia and the Pacific

180. Modifications to the biennial programme plan for the period 2014-2015 take into account the decisions emanating from General Assembly resolution 66/288, by which the Assembly endorsed the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want". The first and second paragraphs of the strategy under subprogramme 4 have been updated to include the decisions contained in resolution 66/288.

181. In addition, under component 2 (Subregional activities for development in East and North-East Asia) of subprogramme 8 (Subregional activities for development), expected accomplishment (a) has been revised to read:

Increased capacity of ESCAP member States to formulate and implement development policies and programmes, including those with a gender dimension, that address sustainable development, taking into account the green economy in the context of the sustainable development and poverty eradication approach, and energy efficiency, information and communications technology, disaster risk reduction and disaster risk management, poverty reduction and infrastructure development.

182. The Advisory Committee of Permanent Representatives of ESCAP has requested that the term "green growth" or "green growth approach" be revised to "green economy". These changes were submitted to the Commission for adoption at its sixty-ninth session, held from 25 April to 1 May 2013. Accordingly, under the strategy of subprogramme 4 (Environment and development), and the expected accomplishment (a) and strategy of subprogramme 8, component 2, the term "green growth" has been revised to read "green economy".

183. The Commission, at its sixty-eighth session, endorsed the recommendations of the Governing Council of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery on its seventh session (see E/ESCAP/68/8) that the Centre be renamed the Centre for Sustainable Agricultural Mechanization (CSAM). Subprogrammes 2 and 8 have therefore been updated to reflect the new name.

Subprogramme 4
Environment and development

Strategy

184. The substantive responsibility for the subprogramme lies with the Environment and Development Division. The strategic direction of the subprogramme is mainly derived from the internationally agreed development goals, including those contained in the United Nations Millennium Declaration, and the outcome document of the 2012 United Nations Conference on Sustainable Development. The outcomes of other relevant United Nations conferences are also taken into account in determining the future direction of the subprogramme.

185. The subprogramme will build on the previous achievements of ESCAP in supporting countries of the region in their efforts to integrate the three pillars of sustainable development. The subprogramme will facilitate the exchange of information among members and associate members regarding national strategies and best practices in support of the green economy in the context of sustainable development and poverty eradication. It will also undertake related policy initiatives through strengthened regional cooperation for widening access to basic services for all, enhanced energy security, efficient management of energy and water resources, and sustainable urban development. The subprogramme will take a balanced approach to three areas, namely, energy and water resources, environment and development policy, and sustainable urban development. If requested by member States, assistance will be provided in the development of national policies, appropriately adapted to country-specific circumstances and as understood in the context of sustainable development, such as green economy policies.

Legislative mandates

186. The following are added to the list of legislative mandates:

General Assembly resolutions

66/288	The future we want
67/203	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Economic and Social Council resolutions

2012/9	Poverty eradication
2012/22	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16

Resolutions of the Economic and Social Commission for Asia and the Pacific

68/2	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 in the Asia-Pacific region
68/8	Enhancing coordination within the United Nations system and cooperation with regional organizations for promoting regional development
68/9	Terms of reference of the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission
68/10	Enhancing regional economic integration in Asia and the Pacific

Subprogramme 1
Macroeconomic policy and inclusive development

Economic and Social Council resolutions

2012/26	Programme of Action for the Least Developed Countries for the Decade 2011-2020

Subprogramme 2
Trade and investment

Resolutions of the Economic and Social Commission for Asia and the Pacific

68/3	Enabling paperless trade and the cross-border recognition of electronic data and documents for inclusive and sustainable intraregional trade facilitation

Subprogramme 3
Transport

General Assembly resolutions

66/260	Improving global road safety

Resolutions of the Economic and Social Commission for Asia and the Pacific

68/4	Implementation of the Ministerial Declaration on Transport Development in Asia and the Pacific, including the Regional Action Programme for Transport Development in Asia and the Pacific, phase II (2012-2016), and the Regional Strategic Framework for the Facilitation of International Road Transport

Subprogramme 4
Environment and development

Economic and Social Council resolutions

2012/27	Human settlements

Resolutions of the Economic and Social Commission for Asia and the Pacific

68/1	Reaffirming the special case and the unique and particular vulnerabilities of small island developing States with a focus on the Pacific
68/11	Connectivity for energy security

Subprogramme 5
Information and communications technology and disaster risk reduction and management

Economic and Social Council resolutions

2012/3	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2012/5	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

Resolutions of the Economic and Social Commission for Asia and the Pacific

68/5	Asia-Pacific Years of Action for Applications of Space Technology and the Geographic Information System for Disaster Risk Reduction and Sustainable Development, 2012-2017

Subprogramme 6
Social development

Economic and Social Council resolutions

2012/10	Preparations for and observance of the twentieth anniversary of the International Year of the Family
2012/11	Mainstreaming disability in the development agenda
2012/24	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Resolutions of the Economic and Social Commission for Asia and the Pacific

68/6	Asia-Pacific regional preparations for the special session of the General Assembly on the International Conference on Population and Development beyond 2014
68/7	Asian and Pacific Decade of Persons with Disabilities, 2013-2022